

FEBRUARY 1, 1941



TWENTY CENTS

# *Sales Management*

- ★ **Wanted: More Logic, Less Guesswork in Hiring Salesmen—By Eugene J. Benge**
- ★ **Coca-Cola's "Flower Book" Goes to 1,500,000; Now They Sponsor Edition No. 2**
- ★ **Nine out of Ten Lee Salesmen Increase 1940 Sales under Honor Awards Plan**
- ★ **The "Happy Family" Sales Force: What Keeps It Buoyant and Productive?**
- ★ **A New Listing of U. S. Army Camps: Millions of Dollars in Sales Potential**

THE MAGAZINE OF MODERN MARKETING

# *Now* — a new vehicle for words and pictures that sell!



**Entirely different, new formula coated papers providing all the beauty of costly printing paper at the price of ordinary paper.**

■ Rewarding our more than sixty-eight years of constant research and experimentation; climaxing our many important contributions to printing art and advertising, Kimberly-Clark Corporation has perfected and now makes available a sensational new-type coated paper that allows printing results formerly obtained only with high-cost paper.

What does this new-type paper mean to you? Just this: IF YOU HAVE BEEN BUYING HIGHEST QUALITY PRINTING, you now can buy *more* printing at the *same price* by specifying Trufect\*, Kimfect or Multifect\*!

IF YOU HAVE A SMALL PRINTING BUDGET which has limited you to cheap-appearing catalogs,

circulars and brochures, you now can afford to step-up to quality paper *at little, if any, extra cost!*

What is this new-type paper like? Just visualize the smoothest, cleanest, richest appearing printing paper you ever saw — that's Trufect, Kimfect and Multifect — a grade to fit your needs and your budget.

*Seeing is believing* — Ask your printer or paper merchant to show you samples of this unique paper, or write Kimberly-Clark for proofs of *printed results* heretofore obtainable only with high-cost printing papers. You'll agree, these new-type papers do most for the money! They are available through your paper merchant. If you prefer, inquire direct.

## **KIMBERLY-CLARK CORPORATION**

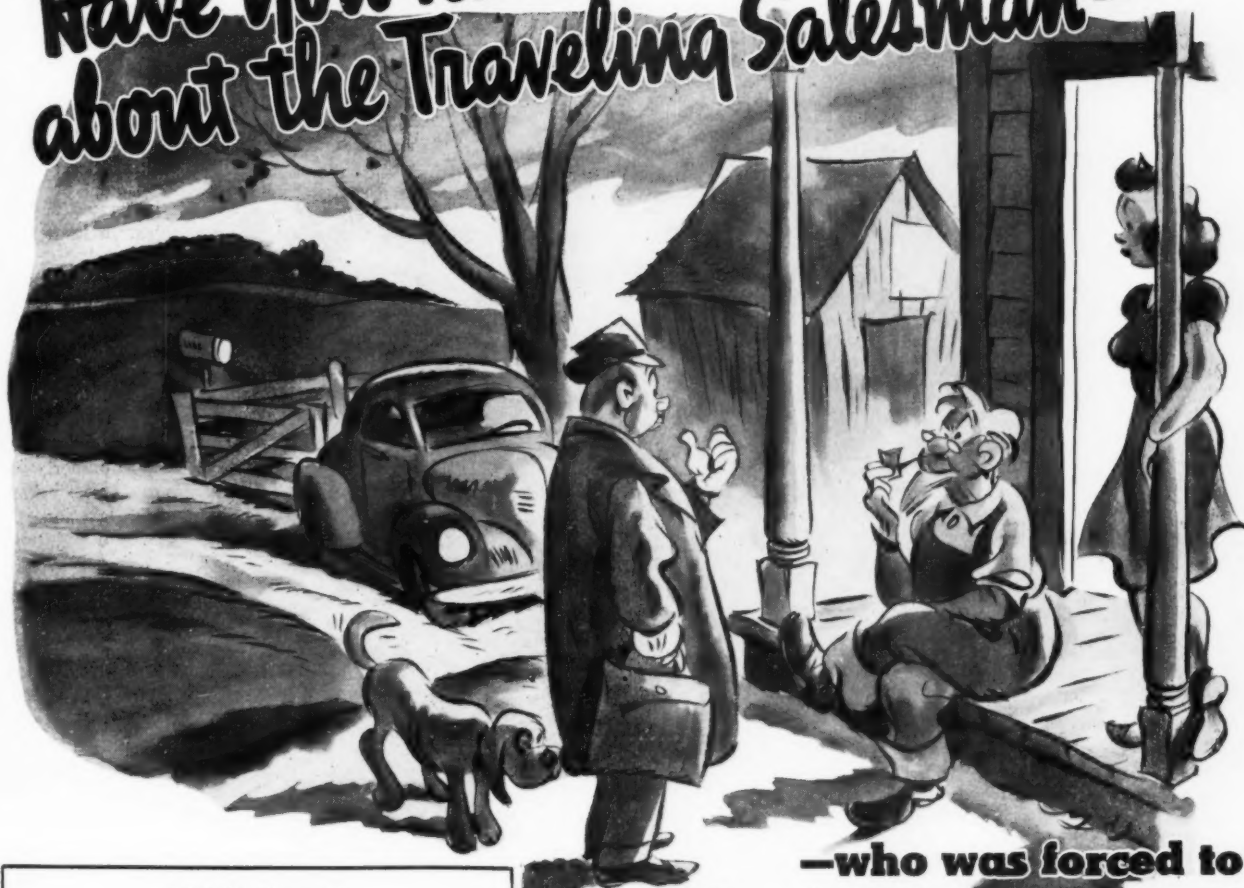
*Established 1872*

**NEENAH, WISCONSIN**

New York: 122 East 42nd Street • Chicago: 8 South Michigan Avenue  
Los Angeles: 510 West Sixth Street

\*REG. U. S. PAT. OFF.

# Have You heard the story about the Traveling Salesman—



**—who was forced to  
spend the night in the country?**

## Distribution of CHICAGO EVENING NEWSPAPERS

*as shown in Publishers' A.B.C. statement  
for 6 months period ending Sept. 30, 1940*

### City Circulations

<b>TIMES</b>	<b>341,952</b>
<b>NEWS</b>	<b>323,229</b>
<b>HER.-AMER.</b>	<b>338,340</b>

### Suburban Circulations

<b>TIMES</b>	<b>45,737</b>
<b>NEWS</b>	<b>74,490</b>
<b>HER.-AMER.</b>	<b>66,116</b>

### Country Circulation

<b>TIMES</b>	<b>11,356</b>
<b>NEWS</b>	<b>63,982</b>
<b>HER.-AMER.</b>	<b>58,954</b>

You can bet he didn't write up many orders out there. And don't let your newspaper advertising get stuck out in the country over-night. It, too, must get to the places where your dealers are in order to produce the best results.

In Chicago, ninety-seven per cent of The TIMES' circulation is concentrated within a 40-mile radius of the loop, the highest concentration in the buying heart of the market of any Chicago newspaper.

That's why Chicago's retail merchants placed more advertising in The TIMES last year than in any other afternoon newspaper.\*

To keep your selling cost low, use The TIMES. A highly productive circulation concentrated where your dealers do business.

\* TIMES—6 days omitting Saturday  
Daily News—6 days omitting Sunday  
Her.-American—7 days.

## THE TIMES

CHICAGO'S PICTURE NEWSPAPER

NATIONAL REPRESENTATIVES

R. J. BIDWELL  
SAN FRANCISCO

SAWYER-FERGUSON-WALKER CO.  
NEW YORK DETROIT CHICAGO

N. ANGER  
ATLANTA

**LOWEST MILLINE RATE FOR EVENING NEWSPAPERS IN THE U. S.**



## No Rub, No Itch

This is the story of a couple of kids who itched their father into a fine business. It happened because the boys were allergic to soap. All boys, of course, are supposed to be allergic to soap but not in just the same manner as the Serewicz youngsters who, because soap irritated their epidermises, became known as the "rash brothers."

Tedious lavatory experiments finally proved that while soap could not be applied direct to them, i.e., by rubbing with the bar, without discomforting them no end, everything was all right if applied in the form of a soft, gentle lather. Thus was born an invention.

Albert Serewicz, of Chicago, the father, who was a hard-working coal peddler, applied himself to an idea. After many false starts he managed to tool out a hollow in a block of sponge rubber big enough to hold a cake of soap. After that, the lather oozing softly through the pores in the rubber, all went swimmingly in the bath. The young Serewiczes took to it like ducks to water.

Papa Serewicz, with knife and scissors, began to cut out his rubber sponges into the forms of gay and fanciful birds and animals. He used the brightest colors he could find. With a stock of them on hand he took the ancient family jalopy one day and set out. He placed them in drug stores on consignment. They sold, like hot cakes. Records poured in. Result:

He now has a factory in Hebron, Ind., employing 100 persons; another in Valparaiso, Ind., employing 40; and he's starting a third in Toronto, Canada. And all's going good, thanks to the scratch.

## Free Piano Lessons

"Why should I buy a piano unless I can play one—but how can I learn to play without one?" The logic in such reasoning keeps piano sales down. Realizing this, Aeolian American Co. of New York recently inaugurated a plan through which free piano instruction was offered at its New York retail outlet, Aeolian Co. The firm markets about ten instruments, among them Mason & Hamlin and Chickering pianos. There was no string to the agreement and students were not urged to buy pianos, nor to choose the company's brands if they did buy.

The school was begun experimentally last February. Response to it was so enthusiastic that it was continued, except for a lapse in the Summer, throughout the year. As this was written, the studios were being enlarged, and there was a long waiting list who wanted to start the new course beginning January 13, 1941. Each person enrolled is entitled to ten free lessons, and a fairly large proportion continue, paying for subsequent lessons.

The school's supervisor is Harry Spinner. Chief instructor is Madame Ida Elkan, whose method is taught. She has been music director in public school systems, and has a considerable reputation for her success in teaching music to adults. She maintains that anyone (well, nearly anyone) can learn to play the piano, or, as

she puts it, "to sing with the fingers." She says, and has clippings as evidence, that one woman, who studied under her at the age of 75, is now, at the age of 81, teaching the Elkan method to her own class.

Before entering one of the school's classes, an applicant is given an "aptitude test," which nobody has flunked yet. Madame taps a pencil a certain way, then asks the applicant to imitate her, as a rhythm test. She then plays a phrase of a few notes on the piano, and has the applicant try his hand at that. If, as usually happens, he strikes a wrong key, he nearly always stops short—showing that he knows he's wrong and, therefore, is not tone-deaf. Madame says there's no such thing as a tone-deaf person.

Executives of the firm have been particularly impressed with the good response from adults, which seems to indicate a larger market for pianos among them than had been suspected. Another interesting sidelight is that students develop a sense of music appreciation, and some have even bought radios from the Aeolian showrooms.

The school has required little promotion, as it seems to advertise itself, one student telling another about it. From 60 to 70% of the students are adults. People of all classes have enrolled: Chemists, dentists, businessmen, housewives, beauticians, stenographers, laborers, doctors, school teachers. Director Spinner would like to increase the percentage of business people, for he believes that music has much to offer them as a means of relaxation. He has recently begun sending out letters to business houses, trying to win mention in their house organs.

## Gourmette

Gastronomically speaking, America has come of age, and there's a new magazine called *Gourmet* to mark the event. The first issue, January, is meaty and attractive. The publishers openly state that it is not another "woman's magazine," and it bids frankly for masculine interest. A preliminary announcement stated, "Calories and vitamins it will absolutely ignore," and that "Feeding Johnny to increase his batting average will be none of its concern." A monthly, it sells for 25 cents a copy or \$3 a year, and anticipates a combined controlled and net paid circulation of 50,000, to be confined at first to the Greater New York area. It hopes for advertisers offering "quality food products, wines and spirits, silverware, china, glassware, kitchen utensils, electrical equipment," and from hotels and restaurants. Among those represented in the first issue were White Rock, Calvert Distillers, Angostura-Wuppermann, National Distillers, Revere Copper & Brass, Huntley & Palmer, Pinchbridge Farm Turkeys, R. U. Delapenha & Co., and the New York firms of Hammacher, Schlemmer and Lewis & Conger.

The first issue's editorial contents include three articles on beverages; an amusing illustrated article by Tony Sarg, a character study of a dyed-in-the-wool gourmet, who is, of course, a "Lone Eater"; an article about a well-known chef, with recipes. There's an article, "Game for Gourmets—and Others," by the magazine's staff-writer-chef, Louis P. De Gouy, well-known writer on foods and author of Derrydale Press Cook Book of Fish and Game. There's also an article on serving roast pig for a holiday

Although Americans seldom take time to be epicures, says Madame Metzelthin—who should know—we are doing better. Men especially are taking increasing interest in lip-smacking dishes.

Photo courtesy  
Washington  
Herald-Times



SALES MANAGEMENT, published semi-monthly on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright February 1, 1941, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. February 1, 1941. Volume 48. No. 3.



## HOW MANY APPLICANTS *for the* *job of* GARGANTUA'S TRAINER?

*The American Weekly has a fellow feeling for Gargantua. Unrivalled development and power are regarded with respect—regarded as something to wonder at on special occasions, but as a little too awesome for daily association.*

That is the attitude of some important advertisers toward The American Weekly. They show their great respect and confidence in the power of this mighty publication by using a color page occasionally in this magazine when the sales force must be electrified into super-effort...when hundreds of new outlets are wanted *now*...when a new product or package or "deal" must be put over...when thousands of window displays must be placed...when coupons must be distributed in greater numbers and at a lower cost.

The American Weekly is proud of the confidence reposed in it, and in the power of the advertising messages it carries into more than 7,000,000 homes. But it frankly questions the judgment of advertising buyers who forget to make friends, week by week, of the vast audience which serves them so well on "special occasions."

Instead of appropriations scattered through magazines, newspapers, radio, outdoor—there is the alternative of really cultivating the more than 7,000,000 homes which make up The American Weekly market—the *biggest single market in the world.*

**FOR EXAMPLE,** a Pharmaceutical House of Memphis, Tennessee, two years ago began to cultivate The American Weekly audience. The program was adapted to the advertiser's needs—not an occasional "splurge" followed by long periods of inactivity, but 28- to 35-line black-and-white advertisements every week, for its products.

**The super-effectiveness of this small black-and-white space, persistently used, illustrates a phase of The American Weekly's strength which many advertisers have neglected.**

When the appropriation is larger, there is the opportunity for similar use of regular schedules of BIG COLOR PAGES, or black-and-white advertisements alternating with BIG COLOR PAGES.

In other words, what can the people in the more than 7,000,000 homes—the homes which respond so readily to occasional pages in The American Weekly—do for national advertisers on the basis of permanent friendship?

Gargantua, great gorilla of the Ringling Bros.—Barnum & Bailey Circus

Space buying has been reduced to a "science" which sometimes fails to take into account the human qualities of an audience—the human relationship between a publication and its readers. It is possible to think too well and too scientifically. Nations, governments and the heads of great businesses have learned this very important truth.

In its editorial content of features on sex, religion and science—also great fiction and fascinating art—The American Weekly has played square with its readers. It presents this material in a form that grips human interest—but it is material that can *always* be verified by the foremost authorities.

Isn't it entirely possible that this human relationship, as much as the vast number of homes which The American Weekly enters, is responsible for its effectiveness when national advertisers have a "special message" to convey? It surely must be possible that this human relationship, brought to bear on a regular cycle of advertising messages, would prove to be the soundest possible investment.

**THE AMERICAN  
AWEEKLY**  
Greatest Circulation in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

# \$70,901,507

will be spent in

# HOUSTON

on

# DEFENSE CONTRACTS

**H**OUSTON, RICHEST MARKET in the South, is going to be richer than ever before, because \$70,901,507 in defense contracts already has been awarded to Houston and its immediate area, and there are more contracts to be let to Houston in the next few months.

Also, millions of dollars more will be spent in Houston this year by the thousands of officers in the army aviation advanced training school at Ellington Field and the thousands of soldiers at Camp Hitchcock.

Houston, largest city in Texas and second fastest growing large city in the United States, is a prosperous, active market where people are alert to new buying ideas. They depend for guidance, to a great extent, on *The Houston Chronicle*, the largest daily newspaper in Texas, morning or evening.

The *Houston Chronicle* ALONE is all you need to sell Houston.

Defense contracts include: an army airfield, an army camp, hospital buildings, shipyards, freighters, speedboats, high explosives, ammunition, arms, tent frames, soldiers' uniforms, mattresses, blankets, paints and aircraft engine oil, motor oil and bunker oil.

## THE HOUSTON CHRONICLE

Largest Daily Newspaper in Texas—Morning or Evening

R. W. McCarthy  
National Advertising Manager

The Branham Company  
National Representatives

dish, by the magazine's editor, Pearl V. Metzelthin. Several regular experiments were inaugurated in the issue, among them one called "Gastronomie sans argent," for epicures with small incomes. Illustrations throughout the book are sprightly, black-and-white; covers are in four-color process. The publisher is Earle R. MacAusland.

*Gourmet's* editor, Madame Metzelthin, is well known in the food world. Her "World Wide Cook Book," published about a year ago has enjoyed a high degree of success. She was born in Baltimore, married a diplomat, lived and kept house in 11 countries. A cosmopolitan figure, she has used all possible opportunities to learn the food traditions of the lands in which she has lived. At one time she held a chair at the University of Berlin as Professor of Nutrition.

Madame Metzelthin was research director for Loose-Wiles Biscuit Co. for six years. She was also research dietitian and food consultant for American Air Lines. Her work there included training the kitchen staffs all over the country, designing the cooking equipment and planning meals for air passengers. She designed napkins and tray cloths, tulip-like plastic cups and dishes, cutlery, such as a short-handled knife and fork. She thought up an almost tip-proof creamer with a small top and big base.

In preparing the line's food manual and planning menus, she did research on the effects of altitude on fatigue and digestion. She experimented on pilots, feeding them certain dishes then taking notes on their reactions as they sat at the controls. The menus that finally met her approval had in them foods that could be prepared on the ground and transported without loss of flavor, that would not misbehave at high altitudes (fried foods, for instance, may turn soggy), and that would "set well." Strongly flavored and odorous foods were found to be unsuitable. Bouillon, veal, chicken, lamb chops, fruit and ice cream were found to be reliable standbys.

Madame Metzelthin hopefully envisions a gourmet-minded race of Americans. She maintains that the size of the income has nothing to do with the capacity to live in the epicurean manner. The Finn, who enjoys his dish of liver pudding; and the French peasant, who lingers over his bread, cheese and wine, are quite likely to be gourmets, since their repasts are perfect in their way. What we in this country need, in order to become gourmets, is imagination—to teach us to cook and season our foods properly; and time—time to market wisely, to prepare our meals correctly, and to eat in a leisurely fashion.

### Look Now on This Picture and on This

Nearly a quarter of a century ago the Morton Salt Co., of Chicago, wanted a painting made to illustrate its slogan, "When it Rains it Pours." The slogan had been picked out of a paragraph of copy written by some forgotten copy writer then in the employ of the then Williams & Cunningham advertising agency. The agency sent over an artist. He proved to be Ernest S. Klempner, portrait painter. Mr. Klempner had a little daughter and he used her for a model.

A year or so ago women began to write in that the picture, used all these years and now familiar throughout the world, the little girl with the umbrella, showed out-of-style clothes and that little girls didn't wear their hair that way any more. She ought to be modernized, they thought. Morton executives agreed.

So, a few months ago they asked Blackett-Sample-Hummert, Inc., another Chicago agency, to find the artist who could best do the job. In a few days they called back saying:

"We've found the right man."

"All right, send him over."

In an hour or so who walked in but—Ernest S. Klempner. He got the job, for the second time. But in those years Mr. Klempner had painted many fine portraits, among them Lord Northcliffe, Lord Asquith, Lady Randolph Churchill, President Hoover and Enrico Caruso.

Then, just the other day, in Mid-January, he died.

SALES MANAGEMENT



THE PITTSBURGH  
**SUN-TELEGRAPH**  
CARRIES MORE\*  
DAILY RETAIL LINAGE  
*Than the*  
**NEW YORK TIMES**

\*12 Mos. 1940-Media Records, Inc.

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

FEBRUARY 1, 1941

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# Sales Management

VOL. 48, NO. 3

FEBRUARY 1, 1941

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### Notes from the Managing Editor's Desk

Even though many of us have a production problem which overshadows all sales problems for the moment, it's no time to mark time—and let the sales organization go soft, says E. L. Mathy, first vice-president in charge of sales promotion and advertising, Victor Equipment Co., San Francisco. Now's the time, says Mr. Mathy, to dig into those jobs that have been needing doing for so long—cleaning up the mailing list, revising out-dated sales manuals, getting in some long-range missionary work. You'll find real stimulation in his article in the next issue of SM.

\* \* \*

Our articles on aptitude testing have been greeted with wide applause. Most of these have dealt with techniques for administering various types of tests. Now we're going to have some case histories. First one deals with Woodward Governor Co. Watch for it.

\* \* \*

A few sales managers we know have gone to some pains to give their salesmen some training in public speaking. They feel that it gives their men poise and confidence, enables them to make group presentations efficiently, radically improves the technique of the man-to-man sales talk. We think more of this sort of thing should be done. Perhaps you'll think so too when you read, "In Selling, It's Not Only What You Say, but How You Say It," by Louis Foley, scheduled for SM, February 15.

A. R. HAHN



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## "Here's your Vermont, *Mr. Great Horned Owl*"

**A**nnouncer Bill Wigginton is the Great Horned Owl. That's his title as emcee and philosopher on WCCO's new, midnight-to-1:00 a.m. "Night Owl Club", an unusual program of transcribed recordings and interviews.

One midnight three weeks ago, when his show was just two months old, Bill announced: "Night Owls, there are over twenty-six hundred of you. You have fellow members in forty-five states—in all of them except Maine, New Hampshire and Vermont."

Now we're not intimating that WCCO is a national medium. It's not. Over sixty per cent of the "Night Owl Club" members live in the Twin Cities. Eighty-five per cent live within WCCO's evening primary listening area of three and a quarter million persons. And that's as it should be.

But half an hour after Bill made his announcement, he received a wire from Newport, Vermont: "Here's Your Vermont. Please Sign Me Up and Shoot Me a Membership Card."

We feel that this forty-six-state response is a tribute to WCCO programming. It takes a mighty good formula to get 2,600 people in that wide an area to write or wire requesting membership in a midnight radio fraternity. The "Club" has a mighty good formula. It's a good show. You might find it profitable to learn more about it.

# WCCO ★ 50,000 WATTS WHERE IT COUNTS THE MOST

Minneapolis-St. Paul. Owned, operated by Columbia Broadcasting System. Represented by Radio Sales: New York, Chicago, Detroit, St. Louis, Charlotte, San Francisco, Los Angeles



**the U.S.A.**

## IN TOTAL ADVERTISING, 1940

The Record for the 4 leading newspapers of the country during 1940 was as follows:

Washington Star . . . . .	23,804,531 Lines*
New York Times . . . . .	21,195,069 Lines*
Chicago Tribune . . . . .	20,768,312 Lines*
<b>THE DETROIT NEWS . . . . .</b>	<b>20,284,690 Lines*</b>

\*Authority, Media Records

Once a year it is permitted to make our record known for the benefit of those who employ newspaper advertising. The Detroit News is proud of its position as **FOURTH** newspaper in advertising in America, reflecting not only the importance of the increasingly prosperous Detroit market but also the distinction with which The News is regarded by advertisers.

Detroit offers advertisers in 1941 most unusual opportunities. Not only is Detroit taking the lead in the defense program, in accordance with its commanding industrial

facilities, but its *rapid recovery before this program went into effect* was sufficiently startling to focus the attention of sales-minded manufacturers on this exceptional market.

Along with buying power The Detroit News offers advertisers *coverage power*, for its circulation—the largest in the Detroit trading area—is nearly 80% **HOME DELIVERED**. In fact, The Detroit News has the largest ABC recognized home delivered circulation of any newspaper in the United States.

*Total Net Paid Circulation for 6 Months Ending Sept. 30, 1940*  
**WEEKDAYS, 340,022; SUNDAYS, 404,142**

# The Detroit News

New York: I. A. KLEIN, Inc.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

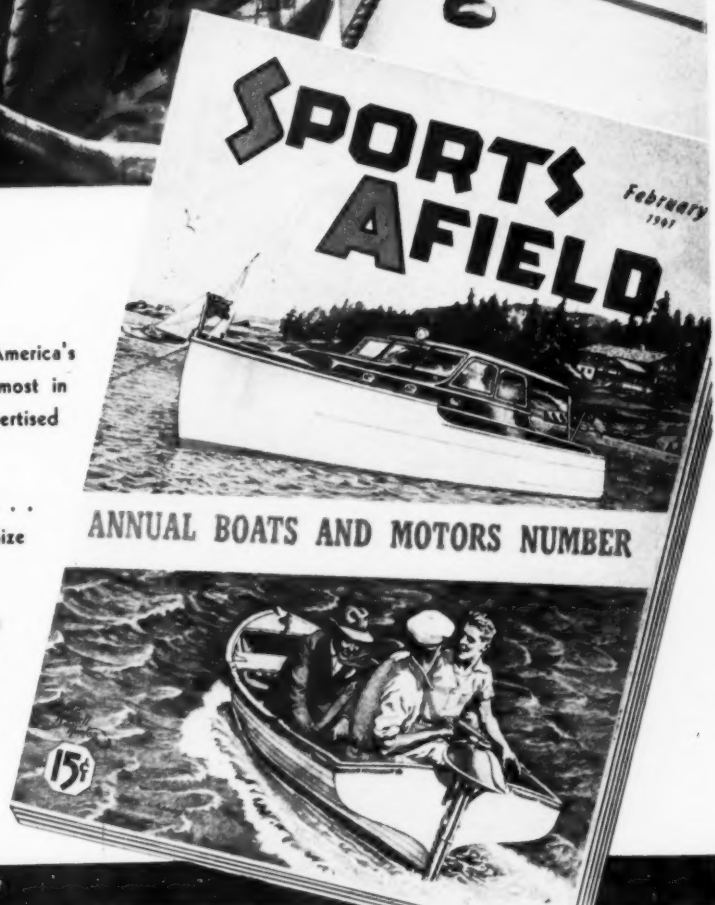


## AT THE TOP

At the top of your list, as your best customers, stand America's sportsmen. As a group or as individuals, they demand most in the way of quality . . . they recognize most readily the advertised merchandise you put before them.

Whether it's tobacco, sporting equipment, liquor, apparel . . . if it's quality, American sportsmen will be first to recognize it, first to show their appreciation in dollars.

You can reach this market most efficiently through this market's favorite quality magazine. Today, with the lowest cost per page per thousand in the sporting field, SPORTS AFIELD is your "open sesame" to America's No. 1 brand conscious market.



**SPORTS AFIELD**

444 MADISON AVE. NEW YORK CITY

FEBRUARY 1, 1941

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# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Feb., Mar. & Apr.	Sales Prospect for Next 12 Months		Sales Prospect for Feb., Mar. & Apr.	Sales Prospect for Next 12 Months
Advertising .....	★★★★	★★★★	Luggage .....	★	★★
Air Conditioning .....	★★★★★	★★★★	Machine Tools .....	★★★★★	★★★★★
Airline Travel .....	★★★★	★★★★	Machinery (Agr'l) ....	★★★★	★★★
Aircraft Sales .....	★★★★★	★★★★★	Machinery (Ind'l) ....	★★★★★	★★★★★
Automobile Sales .....	★★★★★	★★★	Meats .....	★★	★★
Automobile Tires .....	★★★★	★★★	Metal Containers .....	★★★★	★★★★
Baking (General) .....	★	★	Motion Picture Receipts .....	★★★★	★★★★
Banks (Revenues) .....	★★	★★	Munitions .....	★★★★★	★★★★★
Beer .....	★	★	Musical Instruments ..	★★★	★★★★
Building & Materials ..	★★★★★	★★★★★	Office Equipment .....	★★	★★
Candy & Chewing Gum ..	★	★	Oil (Cooking) .....	★	★
Canned Fruits and Vegetables .....	★★★	★★	Paint .....	★★★★★	★★★★
Cereals .....	★	★	Paper (Newsprint) ...	★★★★	★★★★
Chemicals (Misc.) .....	★★★★★	★★★★★	Paper (Wrapping and Container) .....	★★★	★★★
Cigarettes .....	★	★	Photographic Supplies ..	★★★★	★★★★
Cigars .....	★	★	Plastics .....	★★★★★	★★★★★
Clothing (Men's, Wo- men's & Children's) ..	★★★	★★★★	Printing and Publishing Equipment .....	★★★	★★★
Coal (Anthracite) ....	★★★	★★★	Radios .....	★★★★	★★★
Coal (Bituminous) ....	★★★★	★★★★	Railroad Equipment ..	★★★★	★★★★★
Cosmetics .....	★★★	★★	Railroad (Net Income) ..	★★★	★★★★
Cotton Textiles .....	★★★★	★★★★	Refrigerators .....	★	★★
Dairy Products .....	★★	★★	Restaurants .....	★★★★	★★★★★
Department Stores ....	★★	★★	Rural Stores .....	★★★	★★★★
Diesel Engines .....	★★★★★	★★★★★	Security Financing .....	★	★
Drugs and Medicines ..	★★	★★	Shipbuilding .....	★★★★★	★★★★★
Electrical Equipment (Heavy) .....	★★★★★	★★★★★	Shoes .....	★★	★★★
Electrical Equipment (Light) .....	★★★	★★★	Silk Textiles .....	★	★
Exports .....	★★★★	★★★	Soap .....	★	★
Flour .....	★	★	Soft Drinks .....	★★	★★★
Furs .....	★★★	★★★	Sporting Goods .....	★★★	★★★★
Gasoline and Oil .....	★★★★★	★★★★★	Stationery (Commer'l) ..	★★★	★★
Glass and Materials ...	★★★★	★★★★	Steel and Iron .....	★★★★★	★★★★
Groceries .....	★	★	Sugar .....	★★	★
Hardware .....	★★★★	★★★★	Surgical Equipment and Supplies .....	★★★	★★★
Hotels .....	★★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.) ..	★★★★★	★★★★★
House Furnishings (Floor Coverings, Furniture, Beds, etc.)	★★★	★★★	Television .....	★★	★★★★★
Household Products (Kitchenware and Miscellaneous) .....	★★	★	Toothpaste and Mouth Washes .....	★	★
Imports .....	★★	★★	Toys and Games .....	★★★★	★★★
Insurance (Life) .....	★★★★	★★★	Trailers (Autos) .....	★★★★★	★★★
Jewelry .....	★★★	★★★	Travel (Domestic) ...	★★★★	★★★★
Laundry .....	★★★	★★★	Travel (Sea) .....	★	★
Liquor (Alcoholic Beverages) .....	★	★	Trucks .....	★★★★★	★★★★★
			Utilities—Electric .....	★★	★★
			Utilities—Gas .....	★★	★★★
			Utilities—Telegraph ...	★★	★★
			Utilities—Telephone ..	★★★	★★
			Washers—Household ...	★★	★★

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## Best Retail Spring Season Ahead; Arms Spending Will Soar

One of the early major developments of 1941 is likely to be the attainment of the greatest aggregate retail Spring season on record. By April, it is anticipated that the great stimulator, industrial production, will have exceeded a level of 140 in the Federal Reserve Board Index of Production, with substantially higher totals likely later in the year, when the index may approximate 150. The terrific impetus of defense spending, in fact, indicates that the rate of such spending shortly may reach about \$800,000,000 monthly, compared with an average around \$300,000,000 monthly for the last six months of 1940.

Defense spending for the first half of the fiscal year totaled only \$1,750,000,000, which would leave \$4,714,000,000 to be spent in the second half of the fiscal period—on the basis of the revised estimates. Carrying through on the prospects for the second half of the current calendar year; i.e., the first half of the next fiscal year, defense outlays may run around \$5,400,000,000, figuring on the basis of the estimated defense budget of \$10,811,000,000 for the 1941-42 fiscal year.

## Farmer, Too, Faces Big Year

Under this powerful driving force, total durable goods output this year may be over 30% higher than in 1940, general merchandise trade over 10% and national income over 10%. Greatest gains, of course, are likely in the industrial areas, but the farmer likewise faces one of his greatest years. As long as prices of manufactured goods do not greatly vary, the farmer experiences certain economic gain, in that the increase of general buying power raises the demand and price for his products.

The attached ratings, revised from last month, take into consideration these views, as well as the thoughts and opinions of over 75 industrial experts. Some of this board is of the opinion that most of the heavy industries will soon reach a ceiling and that then the great increases will come in consumer goods, which will make startling gains from larger payrolls, with little effort by the Government to control these increases until such demands bring excessive price rises or requisitions of raw materials. But the majority feels that the major expansions for some time to come will be in the heavier lines.

# SELL MORE FOOD IN THE WEST FOR LESS!



Your audience on the Columbia Pacific Network is one of the greatest marketing places in the world!

As little as 19¢ per town\* puts your product 'on sale' in the giant Super-Market of Columbia-Pacific

The West is a rich market. Richest in the nation! Its people earn more and spend more. They buy 35% more FOOD per capita.

If you have FOOD (or *any* other kind of product) to sell, come West—via radio.

You'll find that *only* radio covers the whole West *economically*, knits all of its thousands of prosperous communities into a single unified market. You'll also find that the Columbia Pacific Network does it best!

**Food advertisers prefer Columbia-Pacific**  
In the West, food advertisers place

more hours of business on Columbia-Pacific than on any other Western network. Bigger, faster sales tell them that the huge audience of the Columbia Pacific Network is one of the world's greatest marketing places.

## \*For as little as 19¢ per town

It costs as little as 19¢ per town (for time *and* talent) to give your product full "front window" display before 2,587,000 *families* in more than 3,000 Western cities and towns—with your own *Hollywood produced* program over the Columbia Pacific Network.

It's the best buy in the West.

# COLUMBIA *Pacific* NETWORK

A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM  
Columbia Square, Los Angeles • Palace Hotel, San Francisco



Represented Nationally by RADIO SALES with offices in New York, Chicago, Detroit, and Charlotte

FEBRUARY 1, 1941

# Current Effective Buying Income

(Estimated for 12 months ending March 31, 1941)

State & Section	Ratio of Change (USA=100) for 12 months ending Mar. 31	Per Family Annual, 12 months, thru March	Gain in Millions of Dollars over Year 1940	State & Section	Ratio of Change (USA=100) for 12 months ending Mar. 31	Per Family Annual, 12 months, thru March	Gain in Millions of Dollars over Year 1940
Connecticut.....	107.5	\$3,275	63.14	Delaware.....	102.1	2,910	3.72
Maine.....	97.7	2,160	6.21	D. C.....	94.5	2,847	3.15
Massachusetts.....	97.7	2,903	38.47	Florida.....	96.6	1,595	14.58
New Hampshire.....	98.1	1,968	4.78	Georgia.....	100.0	1,378	35.20
Rhode Island.....	97.3	2,623	7.14	Maryland.....	102.8	2,541	30.91
Vermont.....	98.7	2,263	3.20	North Carolina.....	99.6	1,419	26.16
New England.....	101.1	2,800	122.94	South Carolina.....	97.0	1,230	4.61
New Jersey.....	103.4	2,720	82.76	Virginia.....	101.6	1,729	29.85
New York.....	97.4	2,968	173.34	West Virginia.....	102.5	1,726	10.03
Pennsylvania.....	102.6	2,611	165.12	South Atlantic.....	99.8	1,766	158.20
Middle Atlantic.....	100.0	2,847	421.18	Arkansas.....	94.3	1,015	2.50
Illinois.....	101.2	2,233	104.60	Louisiana.....	94.1	1,350	7.90
Indiana.....	104.8	2,005	56.10	Oklahoma.....	93.7	1,570	5.70
Michigan.....	105.3	2,620	125.95	Texas.....	94.7	1,715	15.10
Ohio.....	102.6	2,430	105.75	West South Central.....	94.4	1,521	31.20
Wisconsin.....	103.6	2,216	55.75	Arizona.....	96.9	1,840	4.02
East North Central.....	103.0	2,387	447.15	Colorado.....	95.7	1,822	7.04
Iowa.....	99.5	1,963	24.84	Idaho.....	97.5	1,757	2.72
Kansas.....	98.2	1,623	11.56	Montana.....	102.7	2,194	8.94
Minnesota.....	100.1	2,202	28.89	Nevada.....	107.4	2,875	2.90
Missouri.....	97.9	1,835	20.70	New Mexico.....	97.3	1,466	2.63
Nebraska.....	98.1	1,688	7.80	Utah.....	104.6	2,086	7.21
North Dakota.....	95.8	1,700	2.38	Wyoming.....	100.0	2,500	4.45
South Dakota.....	100.5	1,714	5.98	Mountain.....	99.3	1,932	39.91
West North Central.....	99.0	1,888	102.15	California.....	101.4	2,548	129.85
Alabama.....	97.2	1,024	6.25	Oregon.....	95.0	1,825	3.20
Kentucky.....	98.2	1,256	10.44	Washington.....	99.9	2,095	19.03
Mississippi.....	94.9	775	6.15	Pacific.....	100.6	2,400	152.08
Tennessee.....	94.4	1,280	4.28	United States.....	100.0	2,176	1,501.93
East South Central.....	96.3	1,107	27.12	Relative	107.3		
				Actual			

See page 78 for complete list of High-Spot Cities

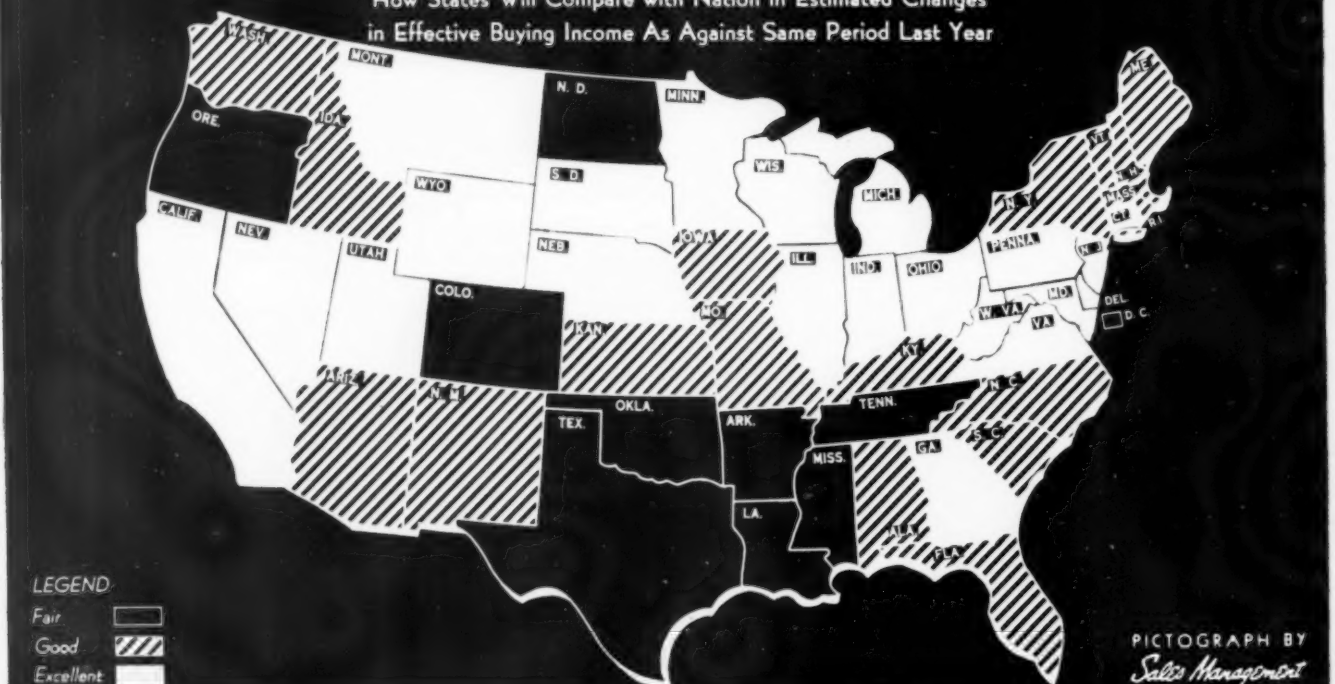
Every state in the Union will show an income gain for the year ending March 31. The first column above, "Ratio of Change," is a yardstick of relative change, with U. S. A. representing 100. At the end of the column appears the actual estimated national change, which this month is 107.3. A state figure of 97.7, for ex-

ample, signifies a percentage gain smaller than the nation's. To find that state's gain or loss over its own previous year. Multiply 97.7 by 107.3, point off four places. The result, 104.8, means that the state is 4.8% better off than last year, even though its gain is less than the nation's.

## INCOME FORECAST MAP

FEBRUARY - APRIL

How States Will Compare with Nation in Estimated Changes in Effective Buying Income As Against Same Period Last Year





"**M**ORE EXCITING than the sound of a band striking up!" No exaggeration! For the *American Magazine* provides the greatest variety of good reading to be found in any magazine—59 separate features, both fact and fiction, in the current issue!

... And all so absorbing that the average *American Magazine* reader (challenge this!) gives each copy 8 full hours of his attention.

Significant, considering that there are 2¼ million families reading the *American Magazine*... and that they're the sort who can plank down a quarter for a magazine without turning a hair. Moneyed, that's what!

In fact, advertising placed in the *American Magazine* consorts with America's fattest pocketbook. Not just momentarily either—that 8-hour readership of editorial and advertising is *aeons*, as the effective life of a magazine is figured. Yet all this costs no more than space in less intensively read publications reaching people with *lower* incomes.

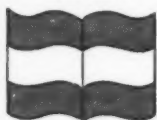
But judge by reading. Then call for the whole revealing *American Magazine* advertising story. The Crowell-Collier Publishing Company, 250 Park Ave., N. Y., N. Y.

### SCOOP FOR ADVERTISERS!

Among magazines, the *American Magazine* is a particularly shining example of that discontent with status quo which has made this the most progressive nation on earth. Latest proof of this is a revolutionary contribution to advertising—a series of new space units brand new in size and shape...stimulating in their layout possibilities...challenging in their noting and reading potential. A development so important that 7 Big Names in advertising will use it in the March issue! Get a copy of this issue and see for yourself.



Zigzag Spread



Strip Spread



Horizontal Page



Animated Spread



Bookmark 3rd Cover



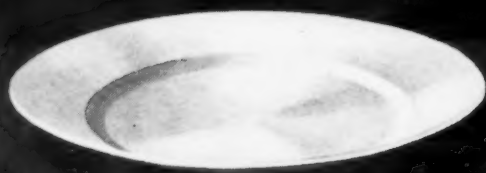
# THE AMERICAN MAGAZINE

A CROWELL-COLLIER PUBLICATION

THE 8-HOUR READING HABIT IN 2¼ MILLION FAMILIES

FEBRUARY 1, 1941

[13]



## SECRET WEAPON

THIS, gentlemen, is an empty dinner plate. As a weapon, we are familiar with it only in the chronic domestic battles of Maggie and Jiggs. But allow it to stay empty day after day; allow the cupboard to be bare, the stove idle, the table unused . . . and you have a weapon that is not only familiar, but precise and deadly.

In a recent article devoted to the *American Friends' Service Committee*, FORTUNE suggested how important a weapon hunger can be. FORTUNE showed that 60 million people are homeless in Europe and Asia this winter . . . that hunger, working under its various aliases — cholera, pellagra, rickets, tuberculosis, typhus — is killing almost as many people as are bombs . . . that the final victory may well go

to the nations whose people have the fullest bellies, the fewest empty plates, the shortest bread lines.

This knowledge has important meaning for American business leaders who live and work in the center of a world engaged in total war. For total war is economic war, where every ounce of butter is equal to every ounce of gunpowder. In such circumstances, it is basic that no factor of our national economy can be ignored.

Therefore FORTUNE, month in, month out, is busy raising varied and vital questions: "What are the techniques of handling food for millions of people?" (*Heinz 57; American Can*). Food needs wide and rapid distribution. . . "What about transportation?" (*White Truck; Sun Shipbuilding*).

Trucks need oil. . . "How is our oil supply?" (*Benedum-Trees; Wildcatters; Sun Oil*). "How far short of war can we stay?" (*U. S. Foreign Policy*). . . "And how is the Army doing?" (*The War Department; The Artillery*).

There is no ready answer to any of these questions. But things are happening. Industry is working hard. It is moving in the right direction. And with it . . . as far in advance of it as possible . . . FORTUNE is feeling out and reporting upon the challenge which lies ahead.

**Fortune**

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending February 1, 1941:

## Advertising and Patriotism

WHAT'S THE DIVIDING LINE between what is selfishly sound company policy and what is best for the nation's welfare? That's a problem which is bound to pop up often while we are arming to help defend the democratic way of life against totalitarian world tyranny. It has come up already in connection with increased advertising appropriations.

"I think we ought to spend more for advertising," one subscriber writes, "and under the terms of the Excess Profits Act we can buy the advertising at 50 cents on the dollar—but while that would be of selfish advantage to us, wouldn't it be an unpatriotic thing to do? To paraphrase something Mr. Knudsen said the other day, 'this country has been good to us.' We don't want to be slackers."

Or as another one put it, "Must our organization lose its sales-mindedness? Must we sacrifice our distribution that has cost so much to build up? Must we stand by and watch a less worthy competitor seize our market? Must we let others reap the benefit of our development work?"

NO!

In asking industry's help, no one in the Administration or Congress has even hinted that an established business must be kicked around. Even those who are not altogether friendly to business nevertheless want the taxes that good normal business brings. And if business is making money, we don't—despite chronic grouching for grouching's sake—really mind paying taxes and more taxes, for we have the wherewithal and we know how urgent is the need for strengthening our national defenses.



Advertising should be increased this year. Anticipated sales are greater, and even when there is no change in the percentage spent for advertising, nevertheless there should be larger dollar appropriations.

And there seems to be less real danger of tax loss involved in too much advertising than too little. Don't do enough advertising and what usually happens? Sales and profits fade off and the Tax Collector loses out on taxes because the extra money just doesn't live there any more.

But increase advertising reasonably and with careful planning and what is the story? Sales and profits increase and the Government stands to collect more taxes. Increased expenditures will add to the sales and profits of various organizations involved in the production of advertising, and the tax returns on the combined profits are likely to be even higher than if collected on the advertiser alone.

Furthermore, in addition to getting more orders now, advertising (as pointed out by subscriber J. P. Calloway of Boston) can be made to do these jobs:

- Explore specialty fields
- Introduce new products
- Build a reservoir of good will to be drawn on later
- Broaden fields of use or market
- Bridge the gap between oversold now and a highly competitive tomorrow.

Company names and products, relations with the buying public, will be stronger than ever when the crisis is over for those who do not relax advertising pressure.

FEBRUARY 1, 1941

## We're the Quartermaster

GENERALS ARE NEEDED TODAY fully as much in business as in the Army. Management executives *must*, when called upon, make defense work their first consideration, and their ingenuity as strategists will be taxed to the limit simultaneously to keep up the defenses of their own company by *increasing*, if possible, the flow of goods to normal consumption channels. None of us *knows* whether we shall be in a war as an active belligerent but we *do* know that we are the Quartermaster's Department for us and for the others who fight the totalitarians. Can we as business men meet the challenge to do our utmost for defense and also protect our present business?

The answer to that question may well be the answer to the question, *What is the future of the private enterprise system?*



Wilferd Peterson of the Jaqua Co., Grand Rapids, has some good ideas for those of us who want to counter Hitlerism, in a free booklet called "A Creative Offensive for America." Ask for a copy. I quote a paragraph:

"We should make our advertising do a *double job*: Promote our products and promote American ideals. Little 'Americads' might appear on the backs of folders, booklets and catalogs without extra cost to the advertisers. Also, advertisements in the trade magazines might contain a thought or two about America. For instance, the sentence 'Speed Defense and Save America,' repeated thousands of times at the bottom of advertisements, might have a stimulating effect."

## Goodyear Shoulders Arms

LED BY CHAIRMAN LITCHFIELD, President Thomas and Sales V.-P. Wilson, Goodyear last week showed many hundred dealers and other business men in New York what the company is doing to meet the challenge to industry's capacity and versatility in the defense emergency.



Goodyear has made the speedy production of defense jobs its first consideration—but is not neglecting the cultivation of normal consumption channels. A display of scores of defense items made by the company is being routed throughout the country accompanied by an extraordinary movie.

Actual samples of scores of vital materials, such as bullet-proof gasoline tanks, barrage balloons, chemigum, gas masks and aircraft flotation bags make up a display which is to be routed round the country.



An important feature of the Goodyear display is a 12-minute sound movie which I recommend heartily. See it if you can. It will increase your pride in America, and in American business! Called "Goodyear Shoulders Arms," it traces the background of this war back to Spain in 1936, war's proving ground for the dictators, and leads up to the points that America's method of life is a challenge to the powers that would destroy Democracy, and that we must quickly forge our defenses. From that point the film pictures the Goodyear contributions to defense, starting with a letter from the chairman to all employees stating that until further notice the speedy production of defense jobs must be "our first consideration."

The film will be made available for showings before luncheon clubs and at schools and colleges, and may be revised to make it suitable for presentation in commercial theaters. The company is also planning to use space advertising to show how rubber fights for democracy today.

## On Guard Against Trade Barriers

IN 1940 CONSIDERABLE PROGRESS WAS MADE in the fight against barriers to interstate trade. Some of the existing laws were repealed and very few new ones were added to the statute books—but before we get too optimistic about that, let's remember that very few state legislatures were in session last year whereas this year forty-three states will be holding legislative sessions and in all of those states there will be pressure groups which will make further attempts to balkanize this nation.

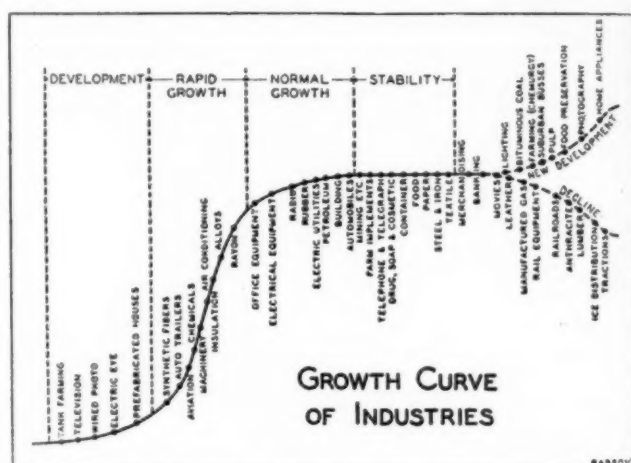
The proponents of free and unimpeded trade between the states have been fairly successful during the last year in mobilizing public opinion. Among the proponents are some of the more far-sighted governors, various administrative executives in Washington, the Temporary National Economic Committee and many individual business men and editors. Incidentally, if anything were needed to reduce the writer of this column to a spirit of humility he received that impetus last week. He had been laboring under the impression that he had done quite a lot toward pointing out the evils of trade barriers; not only had he written articles for *SALES MANAGEMENT* but he had made more than a dozen speeches before groups of business men from Boston to Los Angeles and had appeared as a witness before the TNEC hearings in Washington. Last week appeared a book called "Interstate Trade Barriers"—a reference list compiled by a Julia E. Johnson and published by the H. W. Wilson Co.—in which he was listed as being *for* interstate trade barriers instead of being *against* them!



On December 23 the Supreme Court of the United States handed down a decision which will stop one form of trade barriers. Retail groups in many cities have succeeded in getting legislation on the books which places a discriminatory tax on traveling representatives of out-of-city or out-of-state companies. Under a North Carolina law, for example, any company "not being a regular retail merchant" in the state and which displayed samples, goods, wares or merchandise in "any hotel room or in any house rented or occupied temporarily for the purpose of securing orders for the retail sale" of the goods was subject to an annual tax of \$250 and an accompanying license. In February, 1938, a representative of Best & Co., New York, rented a room in

a Raleigh hotel, paid the tax in advance and the company sued for a refund. Justice Reed, speaking for a majority of the court, ruled that whereas the real competitors of Best & Co. in the state paid a tax of only \$1 as resident retail merchants, a tax of \$250 on out-of-state competitors "can operate only to discourage and hinder the appearance of interstate commerce in the North Carolina retail market. Interstate commerce can hardly survive in so hostile an atmosphere."

During the 1941 legislative session *SALES MANAGEMENT* will again act as clearing-house of information on proposed new laws which will be barriers to interstate trade. The editors will appreciate it if subscribers will keep them informed about such proposed legislation in their particular states.



Industries, like individuals, go through periods of development, rapid growth, normal growth, stability—and then either into a decline or new development. Here, in the opinion of the editors of *Babson's Reports*, is the present status of several dozen industries. Growth, they point out, is frequently as much a matter of management as it is of the industry, and companies which lead in engineering and market research have the best chances for survival and growth. An outstanding characteristic of the growth-companies is a continuing and aggressive search for new markets, new methods and new products.

## Upswing Becomes More General

AS SHOWN BY THE HIGH-SPOT CITY LIST on page 78, and corroborated by reports on retail sales, the new prosperity is becoming well scattered through the country, and this trend should continue into the early Spring months. When the January sales figures are in, they will probably show that it was at least the second best January in national history. For the two most recent weeks on which figures are available, nation-wide department store sales showed increases of 16% and 9% over the comparable weeks of a year ago.

From the Bureau of Agricultural Economics comes the forecast that defense-created jobs will show a further increase and that 3,000,000 more non-agricultural workers will receive regular incomes in 1941 than in 1940.



Living costs are still under those of a year ago and the nation's "real income" is up 14% on the dollar.



Here's a good trick if you can do it: Sell while dancing. Arthur Murray is offering special salesmanship courses on "how to close important deals while dancing." That's news. Heretofore the business deals closed on dance floors have been monkey business.

PHILIP SALISBURY

SALES MANAGEMENT



Philips



Lucas



Stewart



Brown

A. E. PHILIPS has been elected president of White Rock Mineral Springs Co., N. Y. For the past seven years he was vice-president and general manager of the Tea Garden Products Co., San Francisco. Prior to that he was vice-president of Welch Grape Juice Co., Westfield, N. Y., and director of merchandising of Johnson & Johnson, New Brunswick, N. J.

E. K. LUCAS is named sales manager of Leyse Aluminum Co., Kewaunee, Wis. He will direct sales of the aluminum lithographed sign division as well as the kitchen utensil line, known as "Priscilla Ware." Formerly he was advertising and sales promotion manager of National Enameling & Stamping Co.—"Nesco"—Milwaukee.

A. C. STEWART, formerly assistant v.p. and sales manager of Union Oil Co., Los Angeles, has been appointed vice-president in charge of sales. In his college vacations he shipped on the company's tankers, and after graduating from Stanford and Harvard School of Business Administration in 1928 he became a Union service station employee and kept on rising.

BOYD J. BROWN, recently president of the Virgin Islands Co., Christiansted, St. Croix, is now executive vice-president of W. A. Taylor & Co., N. Y. liquor importers. A native of Washington, D. C., Mr. Brown was appointed Government Secretary and Commissioner of Finance of the Virgin Islands in 1931. In '33 he resigned to head the Virgin Islands Co.

## NEWS REEL



Elliott



Birsner



Black



Adams

K. B. ELLIOTT, vice-president and for ten years assistant to the president of Studebaker Corp., South Bend, succeeds George D. Keller as vice-president in charge of sales. Mr. Keller will be engaged in Studebaker's defense production program.

HARRY M. BIRSNER, recently president of Atlas Brewing Co., Chicago, has become director of sales of Jacob Ruppert Brewery, N. Y. At the same time James R. Nicholson was appointed to the newly created post of assistant to the president (George E. Ruppert) in charge of trade and public relations.

MALCOLM S. BLACK has been appointed to the newly created post of personnel manager of Union Bag & Paper Corp., N. Y., which involves both industrial and public relations. For the past ten years Mr. Black was an officer and director of Bliss Fabyan & Co., Inc. Previously he was vice-president and a director of Butterick Publishing Co., N. Y.

JOSEPH F. ADAMS is promoted to national accounts manager of Owens-Illinois Can Co., Toledo. For the last three years he has been manager of oil and paint container sales.

*Photograph of Mr. Philips by Kaiden Kazanjian; Mr. Black, by Underwood & Underwood*

# Wanted: More Logic and Less Guesswork in Hiring Salesmen

If you wish to cut turnover on your sales force, there are two things you must do: First, make an exact analysis of the job requirements . . . and second, develop the best correlation you can between adequate performance and the personal history factors of the men whose records are available.

BY EUGENE J. BENGE

*Benge Associates, Management Engineers,  
Chicago*

"GIVE me big fellows—college graduates — between 25 and 30 years of age, and I'll make salesmen of them," boasted the sales manager of an eastern oil company. But he didn't. For several years the employment "mill" processed scores of such sales tyros. However, selling records didn't increase—but labor turnover did.

Finally someone with an investigating mind studied the records of existing good salesmen as of the dates of their employment. The records of the 20 best salesmen revealed that the average good salesman was: Thirty-eight years of age when he was employed.

A graduate of high school, not of college.

Married, in 85% of the cases.  
The father of one to three children.  
A member of at least two clubs, lodges or other organizations.  
An officer of one of these organizations in 50% of the cases.

Not necessarily tall or short, fat or thin, but possessed of good health.

These were startling differences from the opinions given by the sales manager, and were used to guide future employment.

How often we hear a sales manager say that he cannot use a man who has been selling life insurance, or real estate, or vacuum cleaners, or for a competitor within his own industry. Strangely enough, two district managers for the same company may have diametrically opposed views. One won't take older men because they have "shot their bolts"; another wants older men because they have common sense. In listening to the views of sales managers as to the best type for their needs we are reminded of the nursery problem of Jack Spratt and his wife.

Marketing management endeavors to utilize science and systematic research. There is no reason why the same principle should not be made applicable to the discovery and development of men with potential sales talent. No universal rules are likely to be discovered; it is more probable that each company will have to set up its own standards by painstaking research.

Large concerns which have hired and fired hundreds of men over a decade or so have an opportunity to do statistical research which is not available to smaller organizations. This research will study the records of present and past salesmen, tabulating the

kinds of experience which have been brought to the company by all salesmen and endeavoring to find differences in backgrounds between the good salesmen and the poor salesmen.

## How Prior Experience Qualified Men for Success in Dealer Selling

(Based on 515 Salesmen)

Principal Kind of Prior Sales Experience	% of Men with Such Experience Who Produced Above Average of All Salesmen	
District Sales Manager (from competitors) . . . . .	86	G
Tobacco . . . . .	86	O
Service Station (gasoline) . . . . .	72	O
Grain and Feed . . . . .	71	D
Building Materials . . . . .	60	
Business for Self . . . . .	57	A
Food Products . . . . .	54	V
Autos—		E
used and new . . . . .	53	R
Electrical Appliances . . . . .	46	A
Competitive Salesman . . . . .	45	G
Auto Accessories . . . . .	41	E
Insurance . . . . .	37	
Real Estate . . . . .	37	P
Office Equipment . . . . .	30	O
Investments and Securities . . . . .	27	O
Advertising . . . . .	19	R

This table shows the results so obtained by one industrial giant in the Middle West. In using a table of this kind the interviewer should not, of course, assume that because an applicant had a desirable experience that he should, therefore, be employed; or the contrary, that because the applicant had one of the undesirable experiences, that he should perforce be rejected. The value of the table is largely corroborative and should be used in the light of other findings, such as the interview itself, results from a sales test, references and detailed study of the applicant's program as indicated by the data given on his application blank.

Devices like the above are useful for large organizations or for whole industries which are making such a study through a trade association, but what help is available for small concerns with only a few salesmen?

In this situation intensive analyses are indicated. These analyses should first study the requirements of selling positions for the company. Not only will it be found that there are two or three distinct types of selling possible, such as wholesale, retail and commercial, but the classification may be on the basis of urban and rural; or it may be dependent upon the type of product sold, geographic peculiarities, competitive prices, etc. In any event, a

about "the smoker's cigarette" the only one that "gives you a completely satisfying smoke."

P. Lorillard is launching its new long Beach-Nut cigarette with a test in N. Y. and Rochester newspapers. A "bonus" is promised every buyer because of the extra length. Lennen & Mitchell, N. Y., is in charge.

Old Gold, just getting the feel of things at J. Walter Thompson agency after years with Lennen & Mitchell, will shortly burst forth with a fresh theme. Plans were still in the incubator stage at press time.

American Cigarette & Cigar Co., has appointed Ruthrauff & Ryan, N. Y. agency, to handle its Pall Mall cigarette and international cigar brands including Corona. Look for a burst of activity from R. & R. soon.

Cigarette sales, it is estimated, were almost 189,000,000,000 last year compared with 180,666,000,000 in '39. They may reach the 200,000,000,000-mark this year.

Half & Half smoking tobacco

**TO YOU WHO INHALE**  
**THESE FACTS ARE VITAL!**

If smokers inhale—sometimes—do or without knowing it.  
How you do it's plain, there's increased exposure to irritation.  
By inhaling your cigarette with care!  
There is a vital difference. Unimpaired doctors reported their findings—in authoritative medical journals.

BY CONSIDERING—READ OTHER CIGARETTE PACKS—AND YOUR HEALTH  
NOTE THE STRONGLY CONTRASTED PHILIP MORRIS... AND WHAT'S MORE...  
THE OBSERVATION ALSO TENDS TO GIVE MORE THAN ONE SENSE OF COMFORT  
Remember—just how you have a pack of cigarettes—  
Philip Morris provides the most smoking pleasure  
Genuine enjoyment of the world's finest tobacco  
With no waste about those cigarettes!  
So—especially if you inhale  
It's plain—without words to...

**CALL FOR PHILIP MORRIS!**  
**REAL PLEASURE—REAL PROTECTION!**

AMERICA'S FINEST CIGARETTE—  
NEED FOR THE BEST  
PHILIP MORRIS CIGARETTES  
MADE IN U.S.A.  
100 CIGARETTES  
100 CIGARETTES  
100 CIGARETTES




Calling all inhalers.

(American Tobacco Co.) is now being handled by Lord & Thomas, N. Y. First magazine effort for H & H in two years is under way in color pages of *Collier's*, *Country Gentleman*, *Look*, *Saturday Evening Post*. It illustrates pipes from a \$25,000 collection, "unique pipes assembled in honor of a uniquely aromatic tobacco," and repeats the slogan. "A cargo of contentment in the bowl of any pipe."

## Musical Notes

Hammond Instrument Co., Chicago, maker of the Hammond organ, the Novachord and the Solovox, is conducting the biggest ad drive in its history. The organ gets space in *House Beautiful*, *House & Garden*, *Town & Country*; in the trade journals *Ameri-*

FEBRUARY 1, 1941

**Just out!**

**SWAN**  
**FLOATING SOAP**

**8 ways better!**



Lever Brothers Co., Cambridge, Mass., introduces its much-talked-of Swan Soap with this and similar posters, newspapers and spot radio in northeastern cities. Young & Rubicam, N. Y., is the agency.

can *Funeral Director* and *Casket & Sunnyside*; and in the religious press *Christian Herald* and *Extension*.

Broadcasting and the *New Yorker* carry copy on the Novachord. Solovox, a new, popular-priced musical accessory to the piano, will have two-color insertions in the *Saturday Evening Post* as well as b. & w. space in *Etude*, *Music Trades*, *Piano Trade Magazine*.

The ease with which all three instruments can be played by the layman is the central theme, with specialized appeals for trade publications, according to George H. Hartman agency, Chicago.

## Basketball

Tide Water Associated Oil Co. is broadcasting 109 inter-collegiate basketball games on the Pacific Coast, "the most widespread coverage ever attempted." Stations KQW, San Jose; KROW, Oakland; KFWB, Los Angeles; KRSC, Seattle; KWJJ, Portland; KRRC, Lewiston; KFIO, Spokane, will carry the games.

Associated service stations will have weekly window posters describing the broadcasts and will be supplied with pocket schedules for distribution to motorists.

Commercials, by Lord & Thomas, San Francisco, will hymn the virtues of Veedol lubricants and Associated Aviation Ethyl gasoline.

## Mennen's Biggest

Mennon Co., Newark, is providing retailers with a pair of "deals" whereby they get free merchandise with \$6 and \$12 orders. Backing up the deals is the firm's largest ad campaign, in three parts:

Col. Stoopnagle's Quixie-Doodle period on 45 CBS stations, 5:30-6:00 p.m., E.S.T., Sundays; Bob Garred news on the CBS Pacific Coast network, 7:30-7:45 a.m., Monday, Wednesday, Friday. Pages and other "dominant" space in *Congratulations*,

*Baby Care Manual*, *Ladies' Home Journal*, *Life*, *McCall's*, *Parents'*, *Saturday Evening Post*, *Woman's Home Companion*. Space in *American Journal of Obstetrics and Gynecology*, *American Journal of Nursing*, *Hospital Management*, *Journal of A.M.A.*, *Journal of Pediatrics*, *Our Army*, *Our Navy*.

H. M. Kiesewetter agency, N. Y., has the account.

## Moom Picture Dept.

"Gone With the Wind" continues to blow mightily. Following the premiere in Atlanta in December, 1939, the \$4,000,000 picture was presented by M-G-M at advance prices. It was built up by a truly colossal publicity campaign and \$250,000 worth of paid space. These helped it to roll up an estimated \$26,000,000 gross in the U. S., England and South America.

Now the film has gone on a regular "first run" schedule in 32 cities. Full pages of newspapers (costing some \$100,000) will proclaim "Nothing Cut but the Price." It is being shown thrice daily. Ultimately, it is estimated, "Gone" will gross \$40,000,000. Recent surveys in eight cities showed that 78.5% of those interviewed wanted to see the picture. Thirty per cent of those who had seen it wanted to see it again. One insatiable fan saw it 11 times. He stood in line 13 hours, before sitting down 44 hours. He likes it.

R-K-O Radio Pictures will use newspapers of 20 or 25 large cities and six mass magazines to publicize its forthcoming "Citizen Kane." The picture was written, directed and produced by Orson Welles, and he is starred. Ads start about February 15 and the picture will be released on the 28th.

Donahue & Coe is agent for "Gone" and for this \$125,000 campaign on "Citizen Kane"; Lord & Thomas continues as R-K-O Radio's regular agency.

# Coca-Cola Repeats Its "Flower Book"; First One Goes to 1,500,000



**F**LOWER lovers from all over the world—approximately a million and a half of them—last year acquired a book that was a decided innovation in advertising. It was entitled "Flower Arranging—a Fascinating Hobby," and it advertised . . . Coca-Cola. Most of those who possess a copy of the book each sent a dime for it, in response to magazine advertising. The others were beneficiaries of a complimentary distribution by bottlers of Coca-Cola.

These bottlers distributed copies to organized groups of women—garden clubs, women's clubs, and other associations. But the bottlers paid a dime for every copy they gave away. Counting both methods of distribution—that's \$150,000 worth of dimes!

Requests came from such distant points as South Africa, Australia, New Zealand, the Philippines, the Argentine—even from Alaska! So, the other day, a second volume rolled off the presses. It is entirely new, with completely different pictures and texts. The Coca-Cola Co., its sponsor, hopes to get an even larger distribution for Volume 2.

"Flower Arranging" is something bright, fresh, and original in the field of advertising and sales promotion. Its acceptance everywhere was far beyond the most hopeful expectations of its originators. Its preparation had consumed a full year and painstaking care. Endless color photos were taken, when each flower was at its best, week by week from January to December. Then the prettiest and most charming of them were reproduced in full color.



Forty-eight flower arrangements, in bouquets, in vases, as center pieces—for the living room, boudoir, dining room; for studio, shop, hotel, tea room; for everywhere flowers can be used—were illustrated in the finest of printing on pages  $7\frac{1}{2} \times 7\frac{1}{2}$  inches. This year's book, slightly larger, is  $7 \times 9$  inches.

In the back of the book—and that's where the advertising and selling comes in—are a half dozen pages or so, also in color, picturing how Coca-Cola may be served. Bottles are nested in ice; they stand on sideboards, with popcorn or nuts, or crackers and fruits. It is all very tempting.

How was the idea originated? What was the thought behind it? How was it "sold" to the women of the nation? How was the distribution done? SM asked Coca-Cola. These are some of the things it learned:

No one employed by the Coca-Cola Co. ever comes in direct contact with any consumer as a selling agent. Advertising must do the job. There are in the United States 1,050 bottlers of Coca-Cola who are supplied Coca-Cola syrup by the company. These bottlers merchandise through hundreds of thousands of outlets—stores, dining rooms, filling stations, soft drink



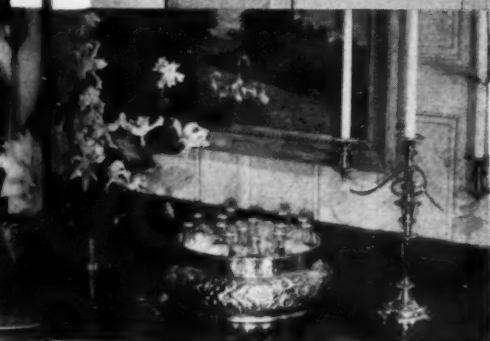
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stands, and so on. In addition there are approximately 100,000 soda fountains selling Coca-Cola in glasses. So, to sell Coca-Cola in ever-increasing quantities the nation must be made Coca-Cola conscious.

The company has long been one of the country's largest advertisers. It uses every manner of accepted advertising. Yet it is always on the alert for new twists and turns that may imprint Coca-Cola more firmly in the minds of all the people. The "flower book's" approach seemed a new way to reach women. Women, largely, are mothers and heads of family groups, and thus influence many people.

An executive of the company said: "Coca-Cola is refreshing. Flowers are refreshing. They are two of the pleasant things of life that brighten any home. It seemed to be an ideal

What have flowers to do with soft drinks? Just this: The natural interest of housewives in flowers and flower arrangement was neatly capitalized by Coca-Cola to place its advertising message with heads of families who are not only purchasing agents, but "centers of influence."



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Just who thought of it first seems to be a little obscure—"someone" thought of it. Then, who would do the job? Search revealed a woman in St. Louis, Mo., who seemed especially qualified: Laura Lee Burroughs.

Mrs. Burroughs had long made a hobby of pretty things. She lives in a dignified suburban home surrounded by a few acres of garden in the St. Louis Country Club district out on a winding highway. St. Louis is old . . . was old when Chicago was a swamp. Its society is long established and steadfast. One must have background to "belong." Mrs. Burroughs belonged.

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cause many of her friends, decorating their homes for weddings and social events, had for years leaned upon her for advice and help, she finally became a semi-professional decorator and in the end adopted it as a business.

She toured Europe on several occasions, always with an eye for the beautiful. She started a business, Cobblestone Gardens, in St. Louis, with Miss Edith Mason, a young woman of kindred spirit. Together they import many things—antiques, pottery, glass, Mexican images, flowers. They decorate living rooms and they design rock gardens. Sometimes they get out in the soil and get dirt on their hands. They like it.

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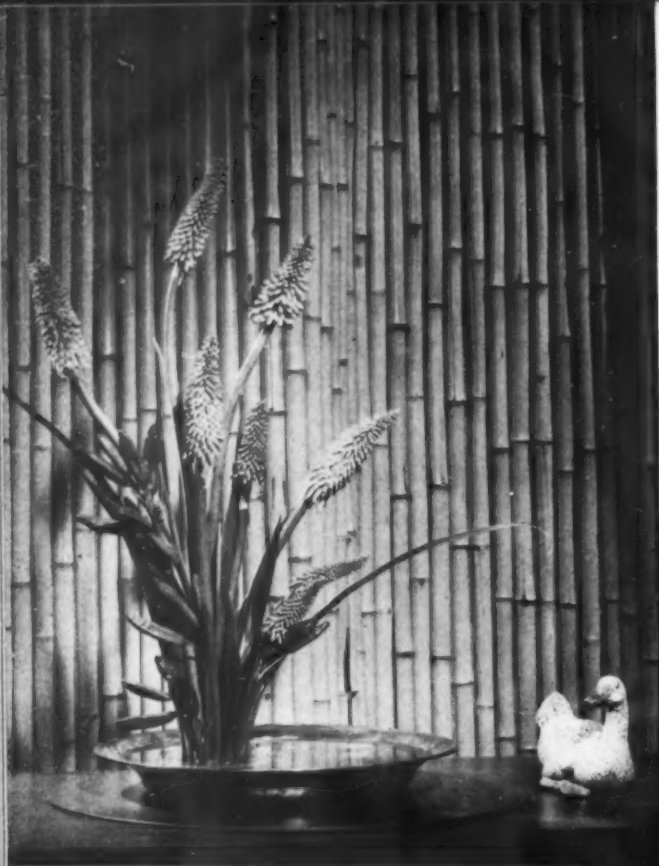
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In her book she tells how to achieve her arrangements. She pictures and describes the use of a bunched handful of chicken wire in the bottom of a vase to help hold the flowers in place; how small rubber bands or florist's wire may be employed; the use of "needle holders" and all such devices needed to gain lasting and permanent results in "fixing flowers."

When the book first came from the presses a year ago the problem was how to tell the public about it and how many copies to print. They started off, they thought, liberally enough, with a print order for 500,000. To "break" the story to the public, page advertisements were placed in 12 magazines of national scope. These covered the women's, garden and "class" fields. In each a color picture appeared, described as an illustration from the book. It was announced that the complete book could

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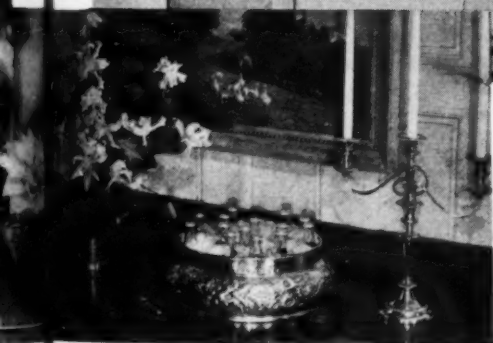
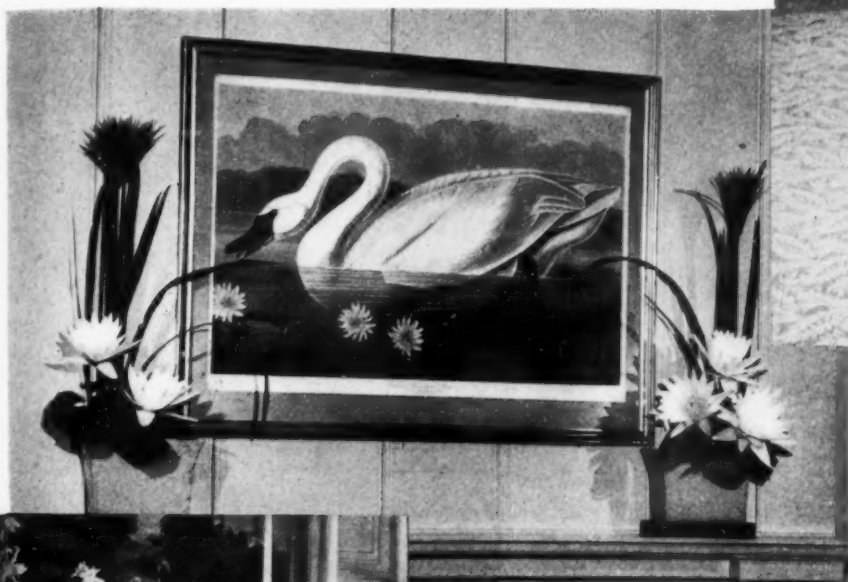
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(Continued on page 66)



No money, no prizes, but this 10-month contest brings remarkable results for H. D. Lee Mercantile Co. It's designed to encourage salesmen to do a well-rounded selling job, and to get them to look at their jobs from the management point of view.

## 9 out of 10 Lee Men Increase 1940 Sales Under Honor Award Plan

**W**HAT do salesmen think of a contest? What helps them most in such a promotion? These and other questions are answered by the ten winners of the second annual "Advisory Council" contest conducted by H. D. Lee Mercantile Co., Kansas City, in 1940.

Winners receive no money, but membership on the Lee Advisory Council. They meet at the home office as guests of company officials and prepare a report containing suggestions for more efficient distribution of Lee merchandise. (See "How Can We Inspire Salesmen to Do a Better All-Around Selling Job?", SM, January 1, 1940.)

The 1940 contest was considerably more successful than that of 1939. More men were stimulated to increased effort, the gain in volume and sales efficiency points for both winners and runners-up was greater, and there were clear indications that as time goes on it will become even more effective.

Now a permanent promotion, the

contest runs for ten months every year. (The last two months of the year are used for the Council's meeting and planning the following year's program.) That is a long time for any contest, yet it has proved to be one of the strongest features. Mechanics of the contest and the motivation have prevented a lag over the long period.

A score chart is, according to the salesmen, the most important single factor in the contest. It lists 20 points, eight merchandise and 12 functional, on which salesmen are graded every month: In red if behind quota, in green if up to or over quota. There is also a yearly chart to show cumulative score to date. This self-check has proved invaluable in securing better balanced selling of the entire line. Experience has demonstrated that a constant simple check is in itself an aid to the salesman, who won't check himself unless the means is provided.

For scoring purposes the company sets off a quota for each man at the beginning of each month. This is

based on the corresponding month of the previous year's business, plus what the company expects from the territory considering what Lee men are doing in similar areas, and business conditions generally. The quota also predicates an improvement in factors other than merchandise:

Merchandising of national and local ads by the salesman; manner of working territory; increase in net shipments; dozens sold; new accounts; increase in mail orders; returned goods; freight sized orders; cancelled goods; credit refused orders; number of blank reports; prompt and correct answers to mail. Thus, both volume and balanced selling figure in the winning records.

Quotas are heavy. It isn't easy to win, and it is difficult for a winner to repeat, though not impossible. Only one man on the 1939 Council returned in 1940. Only two could have returned under the contest rules. This year 1939 winners will again be eligible, but only two 1940 winners. This year the leader of the ten mem-

bers automatically becomes Council chairman and continues as ex-officio member of the following year's Council, thus assuring an experienced member each year.

Aside from the competitive spirit aroused, the contest's principal motivating force is membership on the Council. The ten winners go to the factory and home office to confer with executives in November. They study management and manufacturing processes, submit suggestions for improving merchandise or service.

Names of Council members are carried on Lee's stationery for the year, and there is other recognition which increases a salesman's prestige among his customers. Through the Council the contest becomes a partnership enterprise between management and salesmen. It isn't a "money contest," but it has been more effective in getting salesmen actively interested. In that activity, men who try earn considerably more because they do a better job.

About 92% of the staff showed an increase in sales over '39. This is a much better spread of active participation than previously, when only half as many made gains.

The ten winners registered an average increase of 34% in volume and on the dozen sales efficiency points—which was an improvement over '39.

Without exception, the 1939 winners (who knew that only two could return as Council members) showed improvement.

Sales of "secondary" items increased at all branches.

Improvement in sales efficiency is illustrated by clearer and briefer letters from salesmen; fewer errors in reports, and generally less carelessness in this "paper work." Lee doesn't ask for more detailed reports than formerly, but they now must come up to a standard or be penalized.

The viewpoint of salesmen toward management problems is more understanding. There are fewer complaints. Obviously, the better job a man does the fewer complaints he makes. A complaint from salesmen goes to their factory sales manager, who, if it is of consequence, forwards it to the home office. Or the salesman may take it up with his Council member, who in turn confers with the home office.

Salesmen benefit from the Council's operation, even though they don't win places on it. Suggestions and ideas

evolved by winners or sent them by other salesmen, are gone over carefully by the Council at its November meeting. Weak ideas are eliminated, strong ones are combined and revised.

Then the Council votes on whether or not to pass along the ideas to the company. Whenever practical the company adopts such suggestions.

Management, naturally, has benefited from better-balanced distribution of the entire line and from the substantially improved efficiency of salesmen in non-merchandise details of selling. Sales managers have had to make more detailed analyses of selling and manufacturing because salesmen are seeking more help in order to fulfill the contest conditions.

The score chart, too, has been helpful to management by revealing what specifically can be done in connection with some weakness in selling that is revealed by it.

Last year both salesmen and sales managers took more interest in the contest. Managers wrote more letters and spent more time with salesmen. Both "took hold" more quickly at the start of the second contest. They knew from 1939 experience that they didn't have much of a chance if they started



The ten proud members of the 1940 Lee Advisory Council are shown in the group photograph at the top of the opposite page. The more "candid" shots of individual contest winners were taken at the council meeting; they and others were used to illustrate a broadside commemorating the event. (1) Herman Needle, Irvington, N. J. (2) Standing, D. V. Sonneland, Fresno, Cal.; seated, E. M. Klein, Ft. Dodge, Ia. (3) J. J. Humphlett, Portsmouth, Va. (4) Seated, R. L. Edgerton, Litchfield, Conn.; standing, A. M. Schwartz, Trenton, N. J. (5) Left, L. W. Joyce, chairman of the Council, Decatur, Ga.; right, Lou Goldberg, Pittsburgh, Pa. Pictures of the two other winners, A. W. Hendrickson and George F. Wood, are shown on following pages.



slowly. This leads Lee to believe that the contest will gather momentum and "carry-over" with every year, and that men will fight harder to get on the Council.

Here is what the ten winners say about the contest. They were interviewed immediately after the Council meeting.

L. W. Joyce, Decatur, Ga., has been with the company ten years. He is chairman of the 1940-41 Advisory Council, which will bring him back on the 1941-42 Council next year as ex-officio member. He earned the chairmanship with the best balanced effort and the largest increase in sales volume of any of the 135 Lee salesmen in the first ten months of 1940. He says:

"When I get the score chart showing my record of sales and other selling factors, red lines bring to my attention glaringly the points on which I am falling down. I can take immediate steps to counteract these deficiencies. For instance, if the neglected item is merchandise, I make a particular point of placing it in the line to show a customer my next call. I carry it in my hand to be sure I won't forget to show it. If the 'low' item is a 'performance' factor, I take particular pains to remind myself of it every night after checking the day's work and while planning the next day's work.

### "Broader Job, More Money"

"It is sometimes impossible to show all lines to the buyer on one trip. Maybe he's busy. So I plan showings somewhat according to season. If I don't get to present an item this trip, I'll do it next trip when, perhaps, this particular item will be more reasonable anyway. It is essential to keep a record of what items I sell the customer; this can be checked. Next time I know definitely what I'm going to be sure not to overlook.

"In keeping the salesman better informed through the chart, through more frequent contact with the sales manager, the Advisory Council contest has helped me to do a broader job at the same time it has enabled me to make more money. The contest, with the score chart, put me in a position where I either had to shut my eyes or improve my selling effort. Previously, I knew my volume of sales at the end of the month, but I didn't know whether it was on a few items, or 'across the board.' Of course, I could have found out, by checking with the sales manager—but salesmen just don't do those things.

"The contest and being on the Advisory Council gave me a broader picture of what is going on in the company and in other sales territories. It is a big help to get away from your own bailiwick and get other viewpoints. Frankly, the ideas suggested by the other salesmen on the Council will be invaluable to me. I intend to work them into my own selling.

"The contest has been most helpful in giving me greater insight into management problems, which comes from the visit to the factory and with the home office executives. Personally conferring with company heads provides 'background' that is often useful with buyers. In the past I've used the photographs of executives which I carry

in my portfolio as one means of creating a good impression, inasmuch as one strong selling point is the high type of concern I represent. To be able to speak of executives from personal acquaintance is much better."

A. W. Hendrickson, Kansas City, Mo., says:

"The chart is the important thing in the Advisory Council contest. With it, I was compelled to check myself constantly and realized where I was weak. The result was that I did a better job over the whole line. Naturally I worked harder.

"By showing up weak spots, it sent me out the next month to make up the deficiencies in my score. At the same time I knew I couldn't let down on green barred items or they'd turn up the following month with red tabs.

"The contest is one that brings us closer to management. It gives us the viewpoint of management because we act for the other salesmen in offering advice to build the line. In voting down several proposals made by Council members for improving the line and the service because they didn't, on group examination, seem important, we performed a function of management; in building up a list of concrete, constructive suggestions, we were performing the functions of management."



A. W. Hendrickson, Kansas City salesman: "The contest . . . gives us the viewpoint of management."

Says Lou Goldberg, Pittsburgh, Pa.:

"I attribute my gain this year to the Advisory Council and the contest.

"The contest has improved my technique. I took every customer on my list and classified him. I starred those from whom I felt I wasn't getting enough business, and in each case gave him a little more time when I called on him. I pulled out more of our advertising to show him, or I presented another item or two from the line. The results were astonishing.

"In many cases I was able to get new customers simply by showing a secondary item or displaying some of our national advertising. Occasionally I was able to increase the size of orders by suggesting another dozen or two. On four dozen, or less, the merchant pays the freight; on five dozen, the company pays.

"The score chart is perhaps the one most stimulating and helpful part of the contest. I carry it in my sales portfolio so I can check it every night as I send in sales reports. On the opposite page I carry last year's chart as a constant reminder that I have to do better.

"The contest makes better business men of salesmen. I know in my case it made me realize that my job consisted of 20 major items, merchandise and otherwise, rather than half that number. I had to hit the line harder. The average salesman too often is not a producer and thinker, but a drummer. The producer is a man who follows through, from factory, through merchandising, to consumer; who helps his customers merchandise his products to the consumer.

"The contest itself is important; that is, the element of competition among associates. Take 'contest' out of football, and what have you? Take it out of anything, and you take the enthusiasm out of living. That is one thing. Another important point is that it runs ten months. A third point, the goal of being on the Council, is very worth while.

"Being on the Council broadens the salesman's perspective of his job. I used to go to Trenton for sales meetings. I had a divisional slant on sales problems. At the Council last year all four corners of the U. S. were represented. That meeting and the one this year taught me that other salesmen have the same problems I have. In a few instances one territory may have an advantage that we don't. It is offset by an advantage we have that they don't.

"The one most important thing the sales manager can do to help salesmen, I think, is to cooperate and coordinate. Another way is to praise rather than criticize; be friendly rather than antagonistic. I know this is true, because it works with me. I could not have made the showing I did if my sales manager hadn't been helpful and friendly. His attitude was, 'forget that bad week you had and go to it. You can do it.'"

### "Valuable Prestige"

Herman Needle, Irvington, N. J., says:

"The contest, which is the finest piece of sales promotion I've seen in 28 years of calling on the trade, was responsible for my increased sales results this year.

"A money prize is okay, but a membership on the Advisory Council offers prestige, and, importantly, prestige with my customers through names on stationery, pictures, and other publicity.


"Salesmen tend to sell what's easy. Even if the salesman keeps his own record, it is hard to maintain a constant check on every point and know when he is falling down. The chart is an excellent method of self-checkup. I refer to it every night when I go over my day's sales. By keeping me constantly alert to items which I tend to neglect, this, more than any one other thing in the contest, helped increase sales.

"The first year (1939) I missed the Council by very little because I neglected one item or another just a little. This year I checked myself by every item on the list.

"Every salesman needs such a contest. One beauty of this one is that it lasts ten months. Contests for shorter periods may be as stimulating, but when they're over, the salesman lets down, consciously or unconsciously.

"The contest has had a general good effect on my selling. For instance, I used to go in to see a merchant, work through my sales presentation, sell him a fairly satisfactory order, and feel that I had done

(Continued on page 62)



# Long Distance takes the **CHASE** out of purchase

If you're buying — or selling, collecting, delivering — *Long Distance telephone service can help you eliminate waste motion.*

- **PURCHASING MEN** can cover scattered suppliers, discuss specifications, make favorable commitments, trace shipments, *quickly and economically . . .* by Long Distance.

- **SALESMEN** can contact customers between personal visits, make time-saving appointments, announce price changes, move overstocks, *rapidly and profitably . . .* by Long Distance.

- **CREDIT MEN** can make quick credit inquiries, clear up discount difficulties, collect delinquent accounts, *tactfully and personally . . .* by Long Distance.

- **TRAFFIC MEN** can check freight movements, dispatch and route trucks, follow up deliveries, *faster and more efficiently . . .* by Long Distance.

*Whatever your job, Long Distance can probably save you a lot of unnecessary "chasing" and leave you free for other important matters. Many rates are shown on the inside front cover of most directories.*





Pretty soon, now the national webs will know whether or not they may dedicate this song to ASCAP: "I Get Along Without You Very Well."

Taylor Freezer, Beloit, Wis., must weary of the gag: "Can you go to freezing and belowit?"

Incidentally, Charlie Shaw, ad mgr. of that concern, has lived to see the Pennsylvania Railroad adopt his name, "South Wind," for its new, streamlined, luxury-coach service between Chicago and Florida. Charlie, as reported in this column, had submitted the name in a contest conducted by the Atlantic Coast Line Railway. I am wondering when one of the railroads will get around to my name, "Coast-master," submitted in that same contest, the winning name in which was "The Champion."

You can call a cop a "plantigrade patrolman" and get away with it; but don't wait to define it for him as a "flat foot."

"Sharp rise in filling-stations shown in past 10 years," front-pages *National Petroleum News*. Yes! Three of them came within a block of my house after I bought in what was supposed to be restricted residential territory. When they were festooned with colored lights during the recent holidays, the Missus opined it looked like Maryland's Timonium Fair.

Duce's wild! He hasn't recovered from Churchill's suggestion that the Italian people give him a Mickey Finn.

We often speak of blue as being a "cold" color and of red as being a "warm" one. Maybe I lack the subtler sensibilities, but I think that's a lot of artistic nonsense.

Over the long pull, institutional advertising is every whit as important as commodity advertising. It makes customers and not merely sales.

Books received: *Maine Harbor* (Adventures in Relaxation), by H. H. Kynett. A successful agency-head who knows how to relax is a bit of a novelty these days. *The Human Side*

of Greatness, by William L. Stidger, courtesy of *True Story*. Joe Appel's *Growing Up with Advertising*, courtesy of The Business Bourse.

"Written After Hours" is one of advertising's classics by Obie Winters. But Obie is gone, in his forties. Stirling Getchell, too, was a burner of midnight oil. Getch is gone, in his forties. Maybe this overtime stuff can be overdone.

It was fun buying a half-dozen neckties right off the mail-order page of Webb Young, Trader. And the merchandise lived up to the pictures and copy. I like mountain neckties, good old mountain neckties.

Good headline by Heublein's: "Are your cocktails such great shakes?"

Cleverest line in a page of verse by Frank Sullivan was: "The skirted Greeks, the Ladies from Hellas!" For the benefit of the generation that has grown up since the World War, the Germans nicknamed the kilted Scots in that war: "The Ladies from Hell."

Speaking of verse, the East Falls *Bulletin* spreads the mustard on some hot doggeral (credit Margaret Fishback) under the title: "Advertise or Be Forgotten." It's such a good sermonette, I'll polish up the meter a bit and reprint it here:

A codfish lays a million eggs,  
The helpful hen lays one.  
But the codfish does not cackle  
To inform you what she done,  
And so we scorn the codfish, while  
The helpful hen we prize.  
Which indicates to thoughtful minds  
It pays to advertise!

Bob Graham tears off a slogan: "Get it done in '41" . . . gives it circulation through Philadelphia's W. A. Clarke Co.

Now that the Government has had experience with Boulder Dam and bigger things in general, it might turn its thoughts to the corner mail-boxes. These familiar boxes have failed to grow with the country. Their inadequacy is brought to my attention every Christmas when the world and his brother stuff them fuller than the

turkey. The mail-box is a hangover from the horse-and-buggy era. Are you tuned-in, Washington?

While the crusading mood is on, barber-shops should do something about the shine-boy who doubles as a hat-check. After smearing paste on your shoes with his bare fingers, he reaches for your nice, new hat and grabs your coat by the collar.

"Do as your dentist does . . . use powder!" Yeah; but when he mixes the powder with water, that's *paste*, ain't it?

When a ghost writer dies, does he go to the Happy Haunting Ground?

Devil-may-care name for a sailboat: *Helno*.

One of the anomalies of the ASCAP-networks feud was *Liebestraum* being whipped-up as a rumba by Ray Noble.

Ep Pope says that purchasing-agents who buy on price alone are just "whittling in the dark."

#### QUEST

Where are the nymphomaniacs?  
(Those gals in psychopathic books  
Who show their shoulders, bare their backs,  
And sear with febrificient looks;  
Whose blood swift-courses liquid fire,  
Whose incandescent touch you feel  
In burning, seething, hot desire  
From temple-beat to frigid heel.)  
The dames I meet are placid doves  
Who knit or read in static peace;  
Who never heard of flaming loves  
In Bachannalian Rome or Greece.  
But, maybe, it is I who miss  
The fusing spark to set them off.  
I lack the sure, self-starting kiss  
That kindles (Say! What rimes with  
"off"?)

#### L'Envoi

So just forget these lines I've done.  
I swear, Ess-Emm, they're all in fun.

And going from the flippant to the sublime, I want to give wider circulation to a profound thought of Miss Louise Haskins, of England: "I said to a man who stood at the gate of the year, 'Give me a light that I may tread safely into the unknown,' and he replied, 'Go out into the darkness and put your hand into the hand of God. That shall be to you better than a light and safer than a known way.'"

Speaking of England, it was refreshing to bump into big, bulking Douglas Meldrum, former London manager of an advertising agency, and to find he is to be a neighbor of mine on one of the upper office-floors. A capable, kindly fellow with a magnificent sense of humor.

T. HARRY THOMPSON

SALES MANAGEMENT

# WANTED... in "America's Money Belt" 4,015,400 Gallons of Gasoline Every Day!



NOTE: Estimates based on survey by a major oil company show that over 1,465,659,825 gallons of gasoline were sold in America's Money Belt last year. More will be sold this year.

## WILL YOU SELL IT?

IN America's Money Belt people like to ride. But it's not "Old Dobbin" they're hitched to. They hurry behind sleek horses of steel! And what appetites *these* horses have, as they roam the cities, towns and farms, harnessed in the engines of more than two million cars, trucks and tractors. What's more, they won't go off to market or into fields without first receiving a satisfying meal of gasoline and oil, plus plenty of grease to keep their joints limber.

And that's not all — they require gear lubricants, tires, anti-freeze, batteries,

spark plugs and other accessories. What a market for anyone who sells such things! You can figure out how many hundreds of millions of dollars the check runs to, if you wish — making the cash registers ring for our advertisers who feed these horses keeps us too busy to total this up.

And it's easy to let the Money Belt folks know what *you* sell. You can reach every nook and cranny of this rich area with The Cowles Stations — radio's four-way voice of America's Money Belt.



Affiliated with THE REGISTER AND TRIBUNE, Des Moines, Iowa  
Represented Nationally by THE KATZ AGENCY

### WHICH OF THESE DO YOU SELL?

Estimated Annual Retail  
Sales in "America's  
Money Belt"

Gasoline	
Gallons .....	1,465,659,825
Lubricating Oil	
Gallons .....	36,846,830
Tires (pass. cars) .....	2,660,915
Tubes (pass. cars) .....	2,850,980
Batteries (cars and trucks) .....	1,140,917

In "America's Money  
Belt" there are:

Passenger autos .....	1,583,878
Trucks (on farm) .....	127,497
Tractors .....	414,479

# FRONT-PAGE



## GoodH

Good Housekeeping's December circulation wo

# NEWS!

In the last six months of 1940, women laid down more money at newsstands for **GOOD HOUSEKEEPING** than for any other monthly magazine carrying advertising.

A 39% INCREASE in newsstand sales is important news for advertisers about *any* magazine . . . But when that increase is earned by a magazine selling for 25¢ a copy, *that's front-page news!*

With a total net paid circulation in December, 1940, of over 2,500,000 copies, Good Housekeeping's December newsstand sale was over 780,000 copies. That's over \$195,000 a month, cash money, that homemakers are paying at the newsstands to read "The Magazine America Lives By."

Right now, both Good Housekeeping's *newsstand* and its *total* circulation are at the highest in its history! . . . Startling evidence of editorial vitality and of reader confidence.

#### QUERY TO ADVERTISERS

*Doesn't it stand to reason that higher purchasing power at the newsstand means higher purchasing power at the retail outlet where your product is bought? Isn't the Good Housekeeping homemaker the one you really need to reach in 1941?*



**The Magazine  
America Lives By**

# Good Housekeeping

on Was over 2,500,000 copies

25¢ on newsstands  
\$2.50 a year

Good Housekeeping's rate is based on 2,100,000 . . . so we delivered to advertisers a Christmas bonus of over 400,000 copies at 25¢ apiece.



C.C.C. footed all the bills when salesmen flew in from the field to a "house party" at the plant—to get to know the folks at home.

## The "Happy Family" Sales Force: What Keeps It Buoyant and Productive?

Answer: The sales manager who looks upon every man on the force primarily as a human being with family responsibilities, financial problems, "relative" troubles, emotional up's and down's—and who treats every one considerately as an individual rather than as a cog in a business machine.

Based on an interview with

**MILTON A. KOTTINGER**

*Assistant General Sales Manager,  
California Conserving Co.,  
San Francisco*

**H**E WAS a crack salesman. He had been with the company for many years and was one of those field men the sales manager comes to depend on to give his best without up's and down's—the steady, reliable type of producer.

It was a surprise, therefore, when one week the returns showed this man's territory to be falling behind. The sales manager said nothing, but he kept his eye on the man's work. Next week it was worse. Several weeks went by and it was obvious that something was wrong; volume of sales was going consistently down, the work was unsatisfactory. A good man gone bad? Carelessness? Was the man losing his grip? Or did he just need a good bawling out?

The sales manager didn't know, but he wasn't taking any chances. He didn't believe in bawlings out by mail; and he didn't believe particularly in

bawling out. He went into the field and invited the man to lunch. The man seemed a little depressed, but he made no complaint; talked about the work in hand, but seemed preoccupied, certainly not in a positive selling frame of mind.

"Look here, Jim," the manager plunged in as the coffee was brought, "you're not feeling right. Something's wrong. Your sales for the past weeks show it, but that's not what's bothering me most. You don't look like yourself. What can I do?"

With gratitude and relief at being able to talk man-to-man, Jim opened up. It seemed he had had a particularly long and tough siege of sickness in his family. He had got behind financially. More money was needed if his loved ones were to have proper care, but he dreaded to go deeper into debt. It preyed on him so, trying to find a way out, that he wasn't sleeping.

In the daytime he couldn't keep his mind on his work. He saw his earnings falling just when he needed money worst, and that wasn't any help either. He was at the point where he was beginning to doubt his capacity for going on, for holding up his own end.

The manager listened. Not only with his ears. He reached into his pocket for his wallet, peeled off two one hundred dollar bills and handed them to the man. "Yours," he said. "Go and fix things up."

For a minute Jim looked as though he might start to cry; then he beamed. He became a new man. Jim had always been a good producer, but he became a better one. Steady, too. And stayed that way.

The sales manager was Milton A. Kottinger, who is called "Milt" by the 40 salesmen and district managers of California Conserving Co., producers of C-H-B table delicacies.

"Incidentally," says Mr. Kottinger, "I got all of that \$200 back; and Jim is doing fine for himself." Then he adds: "Successful sales managership—I'm not just speaking of dollars and cents—boils down to this: Whether or not you like people. If you like your men you'll know how to make them like and trust you, and if they do that, they'll be loyal.

"It isn't any use depending on words, talking about the firm being one big family and all that sort of thing. The men will know if you mean it. Your deeds and the actual

# 1940

## *A Good Year For* **THE CHICAGO DAILY NEWS**

**Chicago's HOME Newspaper**

with the most valuable circulation in the city



DAILY NEWS PLAZA, 400 West Madison Street, CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza

DETROIT OFFICE: 4-119 General Motors Building

SAN FRANCISCO OFFICE: Hobart Building

### **in 1940**

the circulation of The Chicago Daily News reached the highest peak in its history.

### **in 1940**

The Chicago Daily News published MORE Total Display Advertising than any other newspaper in Chicago—morning, evening or Sunday.\*

### **in 1940**

The Chicago Daily News led all other Chicago newspapers—morning, evening or Sunday—in Department Store Advertising.\*

### **in 1940**

The Chicago Daily News carried MORE Retail, General and Total Grocery Advertising than any other Chicago newspaper—morning, evening or Sunday—and more than both other Chicago evening newspapers COMBINED!\*

*\*Source: Media Records, Inc.*



His "happy family" calls him Milt

existing human relationship between the sales manager and the salesmen is what they go by. They know something about human nature, too. They have to, to be any good. The sales manager who tries to fool his men only fools himself."

Mr. Kottinger, who spends 70% of his time in the field with the men (and that often takes him 3,000 miles away from the home office), says: "The sales manager should not only have his eye on sales, sales problems, quotas. These are the results, but it's the calibre, attitude, state of mind and condition of the emotions of his men on which these ends directly depend. That's why we lay overwhelming emphasis on the human side of the job. You can say our sales department is founded on the Golden Rule. We try to be sincere in that."

### "Telling Troubles" Welcomed

"The manager should be willing to spend enough time in and out of work hours to help his men with their personal problems. This entails extra work and mental effort, but it is well repaid in more efficient work and loyalty. There is no limit to the kind of problems your men will run up against, and most of the time there's no one they can talk them over with or get help from except their sales manager. You'll run into everything from a wide variety of financial jams to escapades, drinking, personality problems, and difficulties connected with the job."

"At one time we had a salesman working for us who for some unknown reason became a problem from the standpoint of psychiatry. I took

him to several doctors, finally to a psychiatrist. For reasons which I will not go into, he is not working for us at the present time, but he was "one of the boys." I continue to take a personal interest in him. He is showing much improvement and I am convinced he will 'snap out of it.' I firmly believe that even an extreme case like this one, if handled in a human way, has a very definite effect on the rest of the sales force, as they appreciate what is done for one of their number."

"We had another case where a salesman had a salary attachment owing to a misunderstanding with his landlord. The salesman was entirely innocent, but he knew nothing of legal matters, was all tied up about it and didn't know what to do. Naturally, it affected his work. All worry does. I took him to our own company's attorney and explained matters."

"In an hour's time the tangle was straightened out, the attachment order released, and our man went back to work happy. Happy not only because his little trouble was put right, but because he had a sales manager he could trust, whom he could go to and be sure his affairs were regarded as important enough to do something about."

### Needed: More Tolerance

There are some types of men who get off on the wrong track sometimes. "Drinking, for instance. The promoting type of salesman will sometimes give trouble this way. You can't lay down rules for handling this sort of thing. Every man is a separate personality and must be handled accordingly. If you have 40 men there are 40 different ways to handle them. But this remains true: You must be the sort of man your men will have no hesitation in coming to freely, and talking to frankly."

"Too many sales managers are inclined to give orders and expect execution. This is poor humanity and bad business. The wise manager above all will show tolerance; tolerance for the human side of his men, their idiosyncrasies, even weaknesses (we all have them); tolerance for the sales problems they encounter and must solve. He will not simply order a certain thing to be done. He will get into the field himself and help out."

"Never ask anyone to do something you can't do yourself. Also (and this inspires confidence as nothing else does), the sales manager should not be afraid to accept criticism from his salesmen. He should, on the other hand, be mighty tactful about his own criticisms; never bawl a man out by

letter." When it becomes necessary to talk to a man about his work or his conduct, Mr. Kottinger goes out into the territory and sees the man on the job, or he calls him in for a personal talk."

It isn't enough to know the men. "I believe a sales manager should become acquainted with the wives of his salesmen, and with their children. It is natural that both should have a tremendous influence over the lives and work of the men. Knowing what kind of wife, what sort of family, a man has, often explains much, enables you to handle him, or aid him along lines that would be impossible without this intimate knowledge. It is well to know if a man's wife or children are ill. When this happens, we always make it a point to take an interest in various ways, depending on the circumstances."

### "The Firm"—Men or Ghosts?

There is another very important aspect of the human side of sales management and this has to do with the man's relationship to his company and the personnel of that company. This is particularly important where salesmen in the field are concerned. Often they are far from headquarters, out of contact with their fellow employees, out of touch with the staff at the home office, often, even vague about its ways, its systems, its attitudes. Bulletins, no matter how folksy in their style, are cold missives at best, and it's easy for the salesman anywhere from several hundred to several thousand miles from head office to feel like an orphan."

Executives often don't realize this. They don't stop to think that "the company" is a rather tenuous abstraction to the man who is out grubbing orders. There is a big job in human relations to be done here, Mr. Kottinger believes, and California Conserving Co. made an interesting start (or, rather, continuation of his human policy) recently when it held a home office party for its 40 field men and invited them all in to headquarters by plane."

Some of these field men had never seen the plant or the head office. Their one contact with the company was their sales manager. Certain of the men had been hired in the field and had continued to work in their own territory. They didn't know the other salesmen and they were strangers to the head office personnel and head office routine."

"We decided that wasn't right, it wasn't a situation that fitted in with our policy, and so we staged this

# AMERICA'S FASTEST GROWING MARKETS ARE THE SUBURBS

—1940 CENSUS REVEALS

... right where *The AMERICAN HOME*  
has the heaviest concentration of circulation  
of any major magazine in America!

ACCORDING to preliminary Census figures, America's suburban population now totals 24,534,444. The 12% suburban gain since 1930 was over twice as rapid as the rest of the U. S.! Further proof of America's turn to "at-home" living is the 16% increase in number of U. S. families . . . from 30 million in 1930 to almost 35 million in 1940.

Are your 1941 Sales and Advertising planned for America's richest, fastest growing family market?

Manufacturers wishing to insure their coverage of this market are turning to *The American Home*. Its spectacular rise to over 2,000,000 circulation has been a *cause* as well as a *result* of America's migration to the suburbs. Although 63% of its circulation is in America's ninety-four largest metropolitan markets, it's *all* among real "at-home" families in residential neighborhoods.

Every advertising dollar in *The American Home* is concentrated on *more* homes in metropolitan suburbs, and *more* families earning \$1000 or better, than any other major magazine.

The American Home Market Book offers manufacturers and their agencies the latest available data on population, retail sales, buying power, etc., for America's 94 Metropolitan Markets and their suburbs. New material based on 1940 Census figures is being released as rapidly as possible, including a parallel study of the concentration of circulation of all major magazines. Address: *The American Home*, 444 Madison Avenue, New York, N. Y.

**The AMERICAN HOME** 10¢

Advertisers in these major fields helped send *The AMERICAN HOME'S* revenue 44% ahead of 1939, a total gain of \$1,143,147

Food . . . . .	up 75%
Building Material . . . . .	up 55%
Drugs and Toilet Goods . . . . .	up 96%
Electrical Appliances . . . . .	up 49%
Insurance and Financial . . . . .	up 157%

**IDEA BOOK FOR OVER 2,000,000 FAMILIES "AT HOME" TO YOU**



"We haven't the slightest idea—the government ordered 100,000!"



party. We suggested the plane travel partly to conserve time, partly because some of the boys wanted the opportunity to fly. We didn't make flying compulsory, but all of them came in that way, by United Airliner." The men furthest away came 3,000 miles to the get-together, the first ever to be held for the entire staff, although group or district meetings had been held.

Two full days were spent at the head office, about equally divided between "education" and fun and sociability. The educational part consisted of technical operations, the relation of the field staff to the home office routine. They were shown everything from production to selling and advertising.

The first day was spent on getting to know the personnel, the plant, the office routine; the second comparing notes on selling and advertising problems. The men were encouraged to talk, to exchange ideas and experiences, as well as to absorb what the head office had to offer.

"By the time we got through, every field man knew everyone in the company from the president to the office boy, he knew how things worked at headquarters, he would be able to visualize the progress of an order from his

district right on through, and know the individuals who were handling the various processes. If he has a work problem, now, the man in the field needn't feel isolated. He knows, when he writes in, how things will be handled.

"It is good for the members of a sales force to be personally acquainted with one another. Each man then feels himself in friendly competition with someone he knows and who knows him. From time to time we send out data on the sales standing of the field men. If the men do not know one another, all this means to an individual is that he stands in a certain position. Since our home office party, this is changed. Jim stands on the list in relation to Bill, Ed, Red, and the rest. It has become a human relationship. The other fellows know about him, too, and what he is doing."

The entire party and all its expenses were "on the house." A lot of time was spent socially, participating in banquets, shows, entertainment, all of which gave the men a chance to meet the company's executives on common ground. It was all conducted with the greatest informality.

The party was so successful in every way that the company hopes to make it a periodical event. "We thought it

over carefully beforehand. Each one of our field men is a direct representative of the company. How and what he feels about it is important—to him and to us. We spend a lot of money advertising our products to the consumer, but each one of our men is a live, walking advertisement. We want him to be the right kind of advertisement, and he will if he feels right about his company, about his sales manager. Towards this end, there is no better investment than in the personal, moral, human side of sales management."

Length of service of the C-H-B sales staff runs up to 21 years; turnover is small. In two years there have not been five changes of personnel, and every one of the few men who have been let out for one reason or another are frequent visitors at the C-H-B office. Mr. Kottinger always does his best to find a man another job if he is not happy with California Conserving Co.

"Informality plus tact is the best way of gaining and keeping confidence, the cooperation and the respect of your men. We all call one another by first names. As I see it, getting loyalty from your men should be no problem. In practically every instance I have known of where a manager failed to win or keep loyalty, it was his own fault.

"Salesmen are out selling, and the sales manager also has a selling job to do: he must sell himself to his men. He can best do it by being human and realizing fully that his men are human."

## New Books Recommended for Marketing Men

"*Selling—A Job That's Always Open*," by Frances Maule. Published by Funk & Wagnalls Co. Price \$2.

"*Beyond the Swivel Chair*," by Frank Will Smith. Published by Pacific Publishing Co. Price \$1.

"*Credit Manual of Commercial Laws—1941*," compiled and published by National Association of Credit Men. Price \$6.50.

"*Secrets of Closing Sales*," by Charles B. Roth. Published by Prentice-Hall, Inc. Price \$2.50.

"*The Preservation of Business Records*," by Ralph M. Hower. Published by The Business Historical Society. Free distribution.

"*Teacher Evaluation and Use of Selected Business-Sponsored Educational Materials*," by Dr. Kenneth Dameron. Published by the Committee on Consumer Relations in Advertising, Inc. Price \$2.

"*The Secrets of Selling*," by Morton S. Rutsky. Published by the House of Little Books. Price \$1.

"*Handbook on Business Talks and Meetings*," Published by Dartnell Publications, Inc. Price \$3.75.

"*Tested Display Ideas*," compiled by the Editors of *Printers' Ink*. Published by McGraw-Hill Book Co. Price \$2.

# Business FOLLOWS THE BABY!

IT TAKES EMOTION TO MOVE  
MERCHANDISE...

BETTER HOMES & GARDENS IS

PERPETUAL EMOTION



Yes, a little child *shall* lead them! For Thomas Toddler has more to do with Business than you think. *He* decides what the dividend rate will be; what the balance sheet will look like. The rating *he* gives your product may mean more, in the long run, than your commercial-rating in the counting houses of the nation.

Baby, multiplied manyfold, can sweep your product into the Blue Book of nation-wide demand. For, as baby goes, so goes the home. And, as the home goes, so goes the nation.

Homes with children are homes with *perpetual emotion*. No magazine in America understands better than Better Homes & Gardens the blessings...and problems...each child brings each home. No magazine has more authentic recognition of the information it dispenses on child feeding, child training, child care.

Because Better Homes & Gardens does a job for readers with home, garden, children... it does a job for *any* product that needs a *volume-market* here and now. Here, in one package, is America's Biggest *Suburban* Home Market... 2,200,000 above-average families... who believe home and children are still the big things in life... and who look to this book the year 'round for *what* to buy and *where* to buy it!

Meredith Publishing Company, Des Moines.



BETTER HOMES & GARDENS

MORE THAN 2,200,000 FAMILIES!

*America's Biggest* SUBURBAN Home Market

"You mean I gotta DIG  
before I can 'Tell All'?"



*I thought you said it was EASY"*

No, Sir; we said it was *simple*!

In our promotion of the TELL ALL principles we may have used the term "simple" carelessly. The fundamentals *are* simple, but there is no substitute for digging up facts; nor for hard thinking. And thinking is not easy.

Yes, Sir; we *do* mean that you have to get out in the field and dig in order to use the TELL ALL principles that many advertisers have found profitable. You've got to know all before you can tell all. But if you'll tell more, you'll sell more. Isn't that worth the effort? And isn't that *your* job?

In the first\* of this series of answers to questions about "TELL ALL", we told why A.B.P. is promoting this return to the fundamentals of sound copy, what part of it was the publisher's responsibility, and why we should have done it long ago. Page 2 of the "TELL ALL" book, above, discusses the part of the job that is the advertiser's responsibility; and his opportunity.

\*Reprint on request.

2

*And We Nominate You for a Job, Too*  
**MR. ADVERTISER**

*... A Job That Will Pay You Handsomely*

**THAT JOB** is the digging out of your real sales story developed from the viewpoint of your potential customer or dealer. He is the man who reads the business papers in which you advertise. He is the man to be sold and the only way to sell him is to give him facts in your advertising from which he can determine the worth of your goods, to him — or why it's worth his while to give your product a "break" at the point of sale.

It's an important job! Without it you cannot fully use the tremendous potential sales power of hard-selling advertising in business papers. It is absolutely essential that you analyze your products, your sales opportunity, your competition, the requirements and interests of your prospects, and give that sales story to your copy man. Only then can your advertising be interesting, informative, helpful and convincing. Only then can your advertising "tell all" that the business paper reader wants to know! Only then will the selling power of your business paper advertising be fully apparent to you.

Look at it this way: When there's a big order at stake, any and every business head considers it just horse sense to study carefully the sales approach he will take. How much more important it is to plan with utmost care the approach to thousands of customers and prospects through your business paper advertising. The business paper reader wants to know. He wants to know ALL. That is the only reason he reads business papers.

**Because business papers  
are read for information, not for fun  
these Tell All principles work:**

"Give each ad a specific objective; tell all that the reader must know before he can be expected to act; and *prove* it!"

"Don't generalize; get down to cases; talk in terms of the special interests of your various prospects in special markets."

"Give the reader some idea of prices, or costs!"

"Be specific. Sales are made, companies are built, products produced. So — *advertise* product by product. They don't buy your 'line'. They buy your 'products'."

"Make your advertising **USEFUL!**"

"If you are trying to get a dealer to display and push your products over the counter, don't stop at telling him about your consumer advertising. Tell him all the reasons why your product is a buck twenty higher than most, if it is. Tell him how to display it. Show him how to make money out of it. Give the reader the same sort of help that he gets from the editorial pages of his dealer paper. That's the only reason he reads it!"

"If it's inquiries you want, you can get them all right — if you offer something that's really useful to the reader and tell him why it's useful!"

"Don't be afraid of long copy. Make it informative!"

"Don't get fed up with your own sales story. No matter how often you get tired of seeing the same old arguments presented in print, remember this — if you know your product and your market, and tell your sales story from the prospect's viewpoint it's the only story you've got. Change the pace, use new approaches, produce fresh evidence that your story is true. Never stop telling it, never stop telling all of it."

"If it's direct action you're after, suggest it in your copy — tell the reader why he'll get something out of acting!"

**THE ASSOCIATED BUSINESS**

## Another way to get started using "Tell All"

(The First Message of this Series Described a Different Method; Reprint on Request.)

"Get out in the field and soak up the buyer's viewpoint."

So say advertisers whose experience has taught them

that there's no other sure way to get the material upon which fully effective copy must be based.

Don't confuse the kind of field work we're talking about with the popular conception of a "survey." Advertisers who have tried it tell us that a surprisingly few personal calls among users and prospects will reveal a wealth of interesting material. Not uniform interviews based on a set questionnaire. Just plain, homely "visiting" with the kind of people your advertising is aimed at.

That way, no matter how far you want to go with this field work ultimately, you start getting useful information with the very first call. Here are a few points that advertisers keep in mind when making field calls of this sort.

- 1 *Set out to uncover the truth . . . not to prove anything.*
- 2 *Make it clear that you're not trying to sell anything.*
- 3 *Take it easy; let them do the talking; be a good listener . . . just an ordinary guy looking for help.*
- 4 *Don't use a questionnaire; just draw them out on what they like or don't like about the kind of product in question.*
- 5 *Don't depend upon your sales staff for this information. They'll have trouble proving that they're not trying to sell something and they'll feel it incumbent upon them to defend any faults that people find with your product.*
- 6 *Approach even the lowliest of your prospects with humbleness. Remember what Will Rogers said: "We're all ignorant; only about different things!"*

Out among your customers and prospects: talking, watching, and listening . . . especially listening; that's where you get the answer to the inner voice that constantly asks all advertising men "Do I really know, or only assume that my copy tells all that my prospects want to know?"

### IS "TELL ALL" USEFUL? Those who use it say it is!

A manufacturer in Seattle, Washington: "We have used 'TELL ALL' to advantage in backing up a budget proposal argument."

A manufacturer in New Jersey: "It's a swell job—well done. But don't stop there. For, there are still a lot of advertising men who don't know *how* to 'Tell All'—for they haven't got their facts *organized*. Since we adapted the 'Tell All' plan in our 1940 advertising, results are at least 10% better!"

Another manufacturer: "I've studied every page and am sure I have absorbed some fundamental ideas which will help to make our advertising more productive. You have done a good job—now it's up to the advertisers."

An advertising agency in Newark, New Jersey: "'TELL ALL' is so good it's damn near perfect. God give us sense enough to use at least half of its good ideas."

### MAYBE WE'VE ANSWERED YOUR QUESTION

Frequently we have been asked questions that are answered in the "TELL ALL" book itself. We're planning to run a whole series of messages like this one, answering some of these questions.

But that will take many months. If you have any questions at all about "TELL ALL", re-read the book itself; carefully. Chances are you'll find them answered.

And don't forget John E. Kennedy's "Intensive Advertising". Thirty years ago he did much to replace "guff" in advertising with "printed selling". "Intensive Advertising" tells how. Free to advertisers and agency people who would like to get more out of their advertising.

### A.B.P. PUBLICATIONS WANT TO HELP

We know that a greater use of TELL ALL copy principles will make more business paper advertisers better satisfied customers; hence, not so hard to sell. The publishers, editors, and salesmen of A.B.P. papers are anxious to work with you to get more of the selling into your advertising that must be in it if you're to get more sales out of it. Ask them for suggestions.

**FREE** "Intensive Advertising"  
by John E. Kennedy

The Associated Business Papers  
Room 2479, 369 Lexington Avenue  
New York City

Please send me, without obligation, a copy  
of "Intensive Advertising."

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City and State \_\_\_\_\_

**PAPERS** 369 Lexington Ave., N. Y. C., CAledonia 5-4755

Interest in terms of paid circulation



# Oversold, Lathe Firm Advertises to Buyers Whose Orders It Can't Fill

Warner & Swasey tell production men about defense problems in business paper campaign. In lieu of furnishing new machines, they push a service designed to help factories get greater speed and efficiency out of their present equipment.

**C**ONTINUANCE of trade and business paper advertising which has been run with clock-like regularity in the face of oversold conditions by Warner & Swasey Co., Cleveland manufacturers of turret lathes, shows how far advertising has progressed from the popular conception that to advertise is to offer goods for sale.

Producing five times the 1929 volume of turret lathes, yet sold out in 1940 and for most of 1941, the company will continue its advertising, not to sell goods, but to offer free services, free advice on production, explain its position and offer accessories for turret lathes now installed. This last intent of the advertising, however, is minor.

The company is in the unique position of seeing its quintupled output going into the hands of about 5% of its usual customers, this 5% being in the industries which constitute the front line of the national defense program. Question: How to keep the other 95% happy—the 95% with whom Warner & Swasey field men do not come in contact regularly, during this emergency?

## The Trade Is Appreciative

"It can't be done," states Advertising Manager H. W. Fortey, who is also a realist. "But contacts with our regular trade indicates that executives and operators are understanding, better and better now, why we can't supply new machines immediately. And we have ample proof that they appreciate our efforts to do what we can in aiding their production." Analysis of the company's publication advertising program shows why its customers are realizing that their problems are also Warner & Swasey's, and that both must fight through an emergency together.

In September, October and November, advertisements appeared in magazines read largely by executives: "Fifty million Frenchmen CAN be wrong . . . AND WERE," "It Is Later Than You Think," quoted widely in various newspapers and house organs, are typical heads leading into the theme that W&S plants were capable of handling normal peace-time production, but in the face of emergency the company has invested heavily in extending its plants to take care of government demands.

"This war will be won for America

## SALES MANAGEMENT

**"It is later than you think"**

Nero fiddled—but Rome burned. America talks—while the rest of the world is on fire, and the flames lick nearer our shores. Each group holds its special privilege as more important than the liberty of 180,000,000 men, women and children.

In Heaven's name let us stop mouthing hours and profits and political theories. This country of ours is in danger. Unless we stop talking and get to work, hours will not be 40 but 80—profits will not be guaranteed but gone—politicians will not be mending fences, they will be pounding rock—because this country will be one more of the slave states which met weapons with words . . . and died.

Here at Warner & Swasey are 8,000 people in the business of making turret lathes—but first of all we are in the business of being Americans. We are doing our best, working 24 hours a day, turning out turret lathes as fast as you can to help America rear. We're not working, and don't keep this

**WARNER & SWASEY**  
Turret Lathes  
Cleveland

**50,000,000 Frenchmen can be wrong  
...AND WERE!**

They thought they could not then take and keep it, too—though they could be safe from invasion and yet take the war. Workmen would shut down, business would close, youth would die.

Then the Germans came—came in the planes and tanks, with the guns and bombs that Frenchmen had worked hard enough to produce. And one Frenchman was headed for southern—nearly long hours at maximum wages—because they forgot that the price of liberty is hard work.

America now we make that same tragic mistake. And it will not, if American industry and labor can prevent it—as they can.

At Warner & Swasey, for example, our men are working in three shifts 24 hours a day to supply the government and industry with the turret lathes without which America cannot win. Many of our workmen have sons who serve lathes their fathers run out, the more airplanes, tanks, and guns the government can make—in better arm and protect their sons and their country if need comes.

For more of our 60 years our workmen and women & Swasey have grown up together making turret lathes which turn out the production of peace—push for baby carriages, radios, washing machines, automobiles. We asked nothing more of life than the chance to continue such work.

But suddenly our country is in a dangerous emergency. You can't make the request of defense without turret lathes.

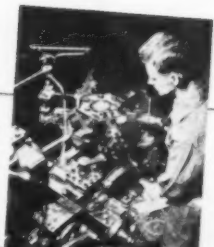
The government demands them from us directly—and indirectly, too. It can deliver only if we supply turret lathes.

Our normal production is ample for all peace-time needs. Yet we would be failing our country if we sat back and consumed our resources now. Therefore, Warner & Swasey has built two additions to its plant, to supply the government with the turret lathes needed to make America strong.

This is an emergency, and we are proud to submerge ourselves for the safety of the nation in which we belong.

**WARNER & SWASEY**  
Turret Lathes  
Cleveland

THE EASY WAY IS BETTER, FASTER, FOR LESS . . . WITH A WARNER & SWASEY



# When your coverage needs a pick-up

## Controlled Circulation will boost it up to 100%

Logically, the simplest way to boost your coverage is to remove the obstacles that prevent your advertising from reaching its entire market. Some years ago, a group of business paper publishers took a look at the problem of removing these obstacles and by uprooting tradition they created the Controlled Circulation Publications, which for the first time gave advertisers 100% selective coverage.

These intelligent publishers saw that you cannot look for 100% market coverage for your advertising when its circulation depends on subscription selling methods. Your own salesman will tell you that any salesman is performing miracles if he sells 50% of his market.

"Well," they said, "here is the obstacle. We'll do something about *that!*"

And they did. They diverted top-heavy subscription costs to making their editorial pages

outstanding . . . to making them attention-demanding; to creating and maintaining accurate and scientific "buying-power" lists; and to placing their paper directly into the hands of *every* prospect in the market.

And these magazines were, and are, avidly read. For a man will read *anything* that's vital to his interests if it is placed in his hands. The effectiveness of Controlled Publication advertising pages has been tried and proven over a long period. It may be estimated by the number of leading advertisers whose ads consistently appear in them.

So, when your coverage needs a real pick-up . . . when you go gunning after the half of the market you've been missing, look to Controlled Circulation Publications for 100% "bull's-eye" coverage. Sample the tremendous pulling power of scientific circulation control.

---

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

---

Bakers Review

Bankers Monthly

Better Roads

Combustion

Compressed Air Magazine

Drug Topics

Dun's Review

Electric Light & Power

Electrical Dealer

Electrical Manufacturing

Equipment Preview

Excavating Engineer

Golfdom

Graphic Arts Monthly

Hitchcock's Machine Tool Blue  
Book

Hospital Topics and Buyer

Industrial Equipment News

Industrial Power

Jobber Topics

Liquor Store & Dispenser

Machine Design

Meat

Meat Merchandising

Mill & Factory

Modern Machine Shop

New Equipment Digest

Petroleum Marketer

Pit & Quarry Handbook

Premium Practice

Progressive Grocer

Roads and Streets

Rug Profits

Soda Fountain

Super Service Station

Tires

What's New In Home  
Economics

Wood Products



# CONTROLLED CIRCULATION PUBLICATIONS

FEBRUARY 1, 1941

[41]

*Why*

## KEY MEN READ BUSINESS PAPERS

“...reliable market quotations are  
**IMPORTANT BUSINESS NEWS** TO US



DAN M. RUGG is Vice-President of the Koppers Company, Inc. . . . which, with its many subsidiaries, is the world's largest engineering, construction and coal processing company serving the by-product coke industry. Mr. Rugg was Vice-President of the Koppers Construction Company during World War I, building plants for Government use, and is now head of the Koppers Brooklyn Division . . . a busy executive who takes time to read seven or eight good Business Papers. His letter tells you why.

## GOOD BUSINESS PAPERS BUILD BETTER BUSINESS

A survey series by Sales Management showing that key men everywhere in industry are regular readers of Business Papers . . . and why.

Sponsored by the following Business Papers receiving *unanimous* votes from a jury of disinterested experts for “honest and able editing that renders a real service”:—

BAKERS WEEKLY, New York

BOOT AND SHOE RECORDER,  
New York

BRICK & CLAY RECORD,  
Chicago

CHEMICAL & METALLURGICAL  
ENGINEERING, New York

DEPARTMENT STORE ECON-  
OMIST, New York

THE IRON AGE, New York

THE JEWELERS' CIRCULAR  
KEYSTONE, New York

MACHINERY, New York

MACHINE DESIGN, Cleveland

MARINE ENGINEERING AND  
SHIPPING REVIEW, New York

#4

DAN M. RUGG  
VICE PRESIDENT  
T. S. FILLEBROWN  
MANAGER

# KOPPERS COMPANY

(INCORPORATED)

BROOKLYN DIVISION

16 COURT STREET

BROOKLYN · N. Y.

January 15th  
1941

ORDER DEPT. TELEPHONES  
GENERAL OFFICE CUMBERLAND 6 5700  
CUMBERLAND 6 5750

Mr. Raymond Bill, Editor  
Sales Management  
420 Lexington Avenue  
New York, New York

Dear Mr. Bill,

You ask why I read Business Papers.

There are several reasons why I make a point of seeing seven or eight good trade and industrial magazines ... usually at the office or plant. There is little evening time at home these days.

The weekly market quotations in magazines that we regard as most reliable are important business news to us and the files of these magazines are valuable for reference. Occasionally contract prices are based on these market quotations. So I regularly read those pages. Nowhere else can I get quickly as complete a picture of current prices.

I read advertising pages because they interest me. Advertising is a factor in our own business and I want to know what the other fellows say and how they say it.

Naturally I am also interested in the labor, management and technical developments of our industry and the industries we serve. Careful reading of a few specialized magazines and hastier perusal of five or six others give me this kind of news. Getting the same information at engineering society meetings and conventions would be slower. Thus Business Papers save my time -- and that's doubly valuable now when there are so few hours for all the things that have to be done.

In certain of these publications the pages of direct editorial comment are important. There I find expressions of opinion by men of sound ideas. I don't always agree with them -- and sometimes take the trouble to say so -- but the thoughts they express and articles they lay before us elsewhere in their magazines bear close attention for they affect the trends of industry.

That, I believe, is the principal service good Business Papers perform -- they help to crystallize an industry's thinking by supplying us a great bulk of information that deals directly with our problems.

Very truly yours,

*Dan M. Rugg*  
Dan M. Rugg  
Vice President

TE BUSINESS

YORK POWER, New York

CULAN RAILWAY MECHANICAL  
YORK ENGINEER, New York

YORK RESTAURANT MANAGEMENT,  
New York

ING AND SALES MANAGEMENT, New York

Y, New YORK STEEL, Cleveland

—or lost—in the machine shops of this country . . . If we don't work long and hard now for America, we will soon be working longer and harder for some foreign master" are typical excerpts. The résumé would not be complete without: "We are . . . working 24 hours a day . . . won't you in your shop join ours in working, and demanding work instead of words . . . to keep this country safe . . ."

In the plants of Warner & Swasey's customers the superintendents, machinists, all those directly connected with production were offered in December copies of "Blue Chips," a bulletin written for turret lathe operators. The bulletin is "full of practical ideas and suggestions for better operation," ideas backed by experience. "Blue Chips" carries contributions from operators throughout the country. The company sends these bulletins free to any operator on request, and invites his contributions and ideas on turret lathe practice.

### "This We Can Do"

In the group of magazines in which "Blue Chips" was offered, a different series of advertisements advised owners of W&S turret lathes how to get more production from them. These ads admit the difficulty in filling orders for new equipment. But increases of 30% to 60% in production by using new, improved accessory tools on turret lathes now installed, are cited. "Fortunately we are in position to make immediate deliveries of most of these tools." A catalog describing new tools is offered, as is also a 16-page booklet showing application of the new tools. It is illustrated by photographs and mechanical drawings.

As part of the company's emergency services, its salesmen, who are engineers and practical mechanics, offer slide film showings in factories, to show most effective use of W&S equipment. A 240-page, sturdily bound, "Operator's Manual" (\$1 to any interested operator), is a complete text, profusely illustrated by photographs and drawings.

It is natural that the company would have, in part, future trade relations in mind when it explains why deliveries are difficult, and offers to educate shop men in getting better production from present equipment. But there is something more than company promotion back of free booklets, free advice to expert field engineers, slide films, an expensive textbook for a dollar, as indicative of other "emergency" services offered.

Mr. Fortey says, "If the 60,000 turret lathe operators of America would increase their production by 5% on

To factories unable to get immediate delivery of new lathes (or to which such a purchase, if possible, is inadvisable in view of unsettled conditions) Warner & Swasey suggests accessory tools to step up production on machines now owned. Another series of advertisements offers the educational bulletin, "Blue Chips," for lathe operators. The ad below appeared in *American Machinist*, *The Iron Age* and *Steel*; that at right, in the same list plus *Oil Weekly*.

The 16-page booklet shows applications of W & S's new tools; introduces the 176-page catalog and data book, "Turret Lathe Tools."

the lathes now installed in their shops, that 5% would exceed the production of all the new machines which we turned out in 1940. Our field representatives are so tied up with governmental 'musts' that they can't personally reach these men, nor the army of new men that has been stepped up as lower ranks are filled rapidly. Advertising is the only way we can talk about national defense to these widely spread individuals. Its satisfactory reception proves that laying the facts on the table in advertising is best in the long run."

Mr. Fortey already looks toward the termination of the war period. At the proper time he plans to release advertisements to the smaller user of machine tools, who will then be in com-

petition with bigger companies which will turn their war equipment to peacetime production. The series "What About Your Own Defense Program," will swing back part way to getting low-cost production from better machine tools. The theme . . . "To meet future competition you must begin to plan your modernization program now" . . . will be the crux of the story.

The company will continue to use *Business Week* and *Newsweek* in 1941, together with substantial schedules addressed to its customers and prospects who read *American Machinist*, *Canadian Machinery*, *The Iron Age*, *Machinery*, *Modern Machine Shop*, *Tool Engineer*, *Western Machinery* and *Steel World*.

# The whisper four inches square

THAT WAS HEARD FROM COAST TO COAST

**T**wo new Schick Dry Shavers with an improved shearing head were announced in the September 14th issue of The Saturday Evening Post.

Also in the copy, in a 4" box under the headline "*Schick Owners*"—and in 8-point type—present users were offered a new head for old shavers at \$3.

Results?

**In one week, sales of new heads at Schick Service Stations more than doubled.**

**In two weeks, sales rose to two and a half times normal.**

Why do new products, or old, get quick acceptance when advertised in the Post?

Partly because people have more confidence in the Post...and partly because people pay more attention to advertising in the Post than in any other magazine.

No wonder advertisers awarded nearly 9 million dollars more to the Post than to its nearest competitor in 1940.

People pay attention when you put it in the

# POST



Built around field meetings in which films, manuals, and discussions are designed to re-train executives in sales management fundamentals, this program has produced excellent results for the General Motors division that sponsors it.

## Oldsmobile Packages a Training Program for Dealer Sales Managers

**S**CHOOL teachers themselves go to school to learn to be better teachers. Similarly, army officers take special courses after they leave West Point in order that they may become better commanders and leaders of men. Then would it not be well for sales managers, whose duties involve both teaching and leadership, to review the principles of sales management and, through consultation and discussion, keep abreast of what others are doing to solve their mutual problems?

D. E. Ralston, Oldsmobile's general sales manager, thought it would be. Oldsmobile had sales training courses for both new and old salesmen. But nothing had ever been done for the sales managers who must hire, train, supervise, and inspire the retail salesmen.

"It was thinking along this line that led to the introduction of the Oldsmobile Sales Management Program, early in 1940," Mr. Ralston says. "The original plan was to conduct a series of six meetings in principal cities to review the fundamental principles of sales management and to bring out the best ways of doing the many things sales managers have to do," he adds.

These meetings were held, one each month, as planned. But long before this first series was completed, enthusiasm on the part of sales managers and dealers, as well as tangible benefits manifested, indicated that the program should be extended. Meetings have since been continued without interruption and at the present writing, there is no thought of terminating the program.

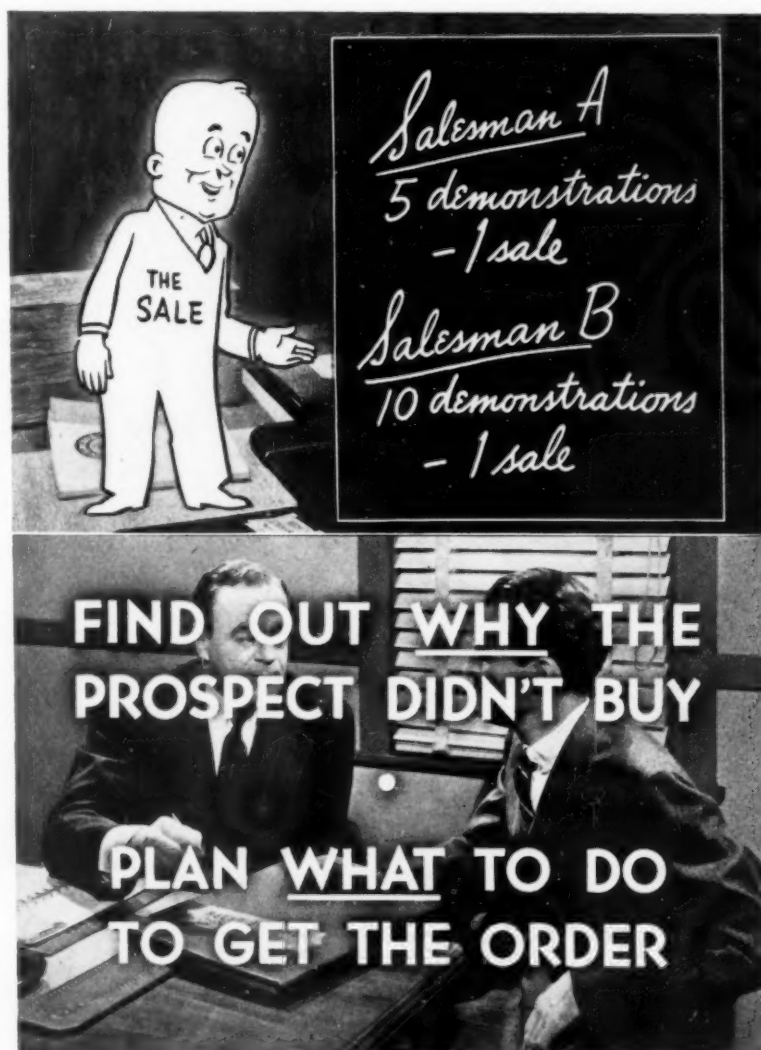
"The original course consisted of a series of six sound slide films and six manuals. The manuals are designed to set forth in a form suitable for review and frequent reference the sales management principles and methods presented in the films; to discuss these principles and methods in more detail, and to present additional ideas on sales management for dealer organizations. Films and manuals are supplemented by discussions, and a

questionnaire on each manual serves to fix in mind the principles and methods discussed."

The program, according to Mr. Ralston, first was announced to the Oldsmobile field organization and all necessary equipment was furnished, including a meeting guide for each session. It has since been carried out largely by the zone managers and their assistants, who schedule and conduct the meetings. Sessions are held in all

principal cities once each month and are attended by sales managers of dealerships within a radius of about 50 miles. If there are more than 20 or 25 dealers within such a radius, however, meetings are held in other cities, both for the purpose of making them more convenient and of keeping the attendance small.

Meetings usually last about two hours. The leader is provided a complete meeting guide which includes



These are frames from the Oldsmobile slide film, "Assigning Salesmen's Work." Manuals are profusely illustrated with similar pictures.

SALES MANAGEMENT

everything he should do and say, but he is instructed to use this only as a guide, rather than to read or memorize it.

Procedure varies somewhat in different meetings, but a typical meeting follows the order of roll call, answering questionnaire on manual discussed at previous meeting, opening remarks by the chairman, discussion of sales management manual presented at previous meeting, discussion of experiences in applying those principles, showing of film for that meeting, intermission, returning questionnaires and discussing grades, distributing sales management manual accompany-



Oldsmobile's general sales manager, D. E. Ralston.

ing film viewed, and closing remarks by the chairman.

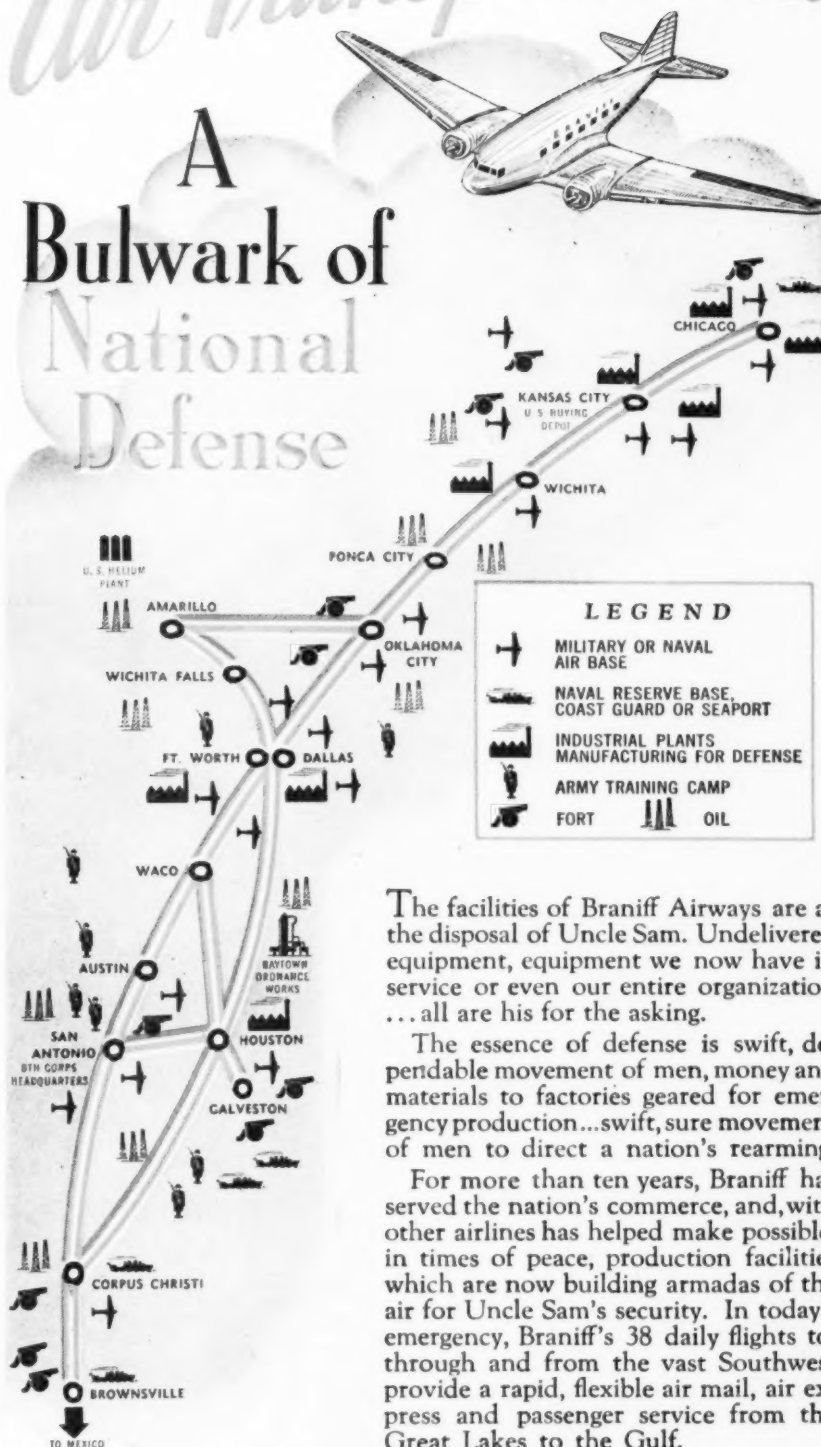
Note that questionnaires are filled in at the beginning of the meeting, before the discussion of the manual, and that the questionnaire filled in at one meeting is on the manual distributed at the previous meeting. Questionnaires are printed. They usually include about ten questions; they are to be filled in by checking, and are graded by the mask method. The questionnaires are graded by the chairman during the intermission period and are returned and discussed at the beginning of the second period. They are not sent to the factory nor is there any specified passing grade; they are merely an aid and a basis of discussion.

Some of the questions purposely are of a rather controversial character, while others are so stated as to afford the chairman an opportunity to be proved wrong, or at least to have his interpretation left open to question. The purpose of this, of course, is to encourage discussion, make the meetings more democratic, and encourage the sales managers to feel that they know their subject.

First of the subjects presented by film and manual was entitled, "Sales Managing Your Sales Force." It consisted of two sections: A broad introduction and review of the principles

# Air Transportation

## A Bulwark of National Defense



The facilities of Braniff Airways are at the disposal of Uncle Sam. Undelivered equipment, equipment we now have in service or even our entire organization ... all are his for the asking.

The essence of defense is swift, dependable movement of men, money and materials to factories geared for emergency production...swift, sure movement of men to direct a nation's rearming.

For more than ten years, Braniff has served the nation's commerce, and, with other airlines has helped make possible, in times of peace, production facilities which are now building armadas of the air for Uncle Sam's security. In today's emergency, Braniff's 38 daily flights to, through and from the vast Southwest provide a rapid, flexible air mail, air express and passenger service from the Great Lakes to the Gulf.

*Hy*  
**BRANIFF**  
*Southwest*

38 FLIGHTS DAILY TO, THROUGH & FROM THE

OPERATED IN THE INTERESTS OF COMMERCE, THE POSTAL SERVICE AND NATIONAL DEFENSE

of sales management, and, "Breaking in New Salesmen." This stressed the point that sales management really is simple and boils down to three functions: Assigning work, checking work, and training men.

Section II of this presentation emphasized the importance of getting new salesmen started right by showing them their opportunities, letting them know what is expected of them, explaining sales policies, giving them adequate training, making them acquainted with the organization, etc. "If a new man isn't properly presented to the sales force he won't be wel-

comed by them. The result often is discouragement and failure."

"In the film, Bill Haines (personifying the dealer) said that his men worked on straight commission and that if they didn't sell, it was no skin off his nose. But every thoughtful dealer and sales manager knows that his salesmen are the life blood of his business. And if *they* don't sell, he doesn't make money.

"Whether salesmen work on straight commission or not, it's the dealer's money and future that are at stake—and good sales management is the best protection possible for the

money invested in the dealership."

The subject of the second meeting was, "Assigning Salesmen's Work" and was in four parts: "Assigning Salesmen's Work" (Introductory), "Plan Your Own Part of the Job," "Help Each Salesman Plan His Work," "Help Plan Effective Sales Interviews." Two points of particular interest were that the sales manager should help old salesmen, as well as new ones, plan their work, and that the sales manager should help close only when necessary. In commenting on the latter principle, "Mr. Sale" said to a dealer:

"It stands to reason the five salesmen you have in this dealership together can sell more prospects than you can sell by yourself. So, if you have *six* good closers in the outfit, instead of one, you're that much ahead. You can make your men better closers by planning with them the closing moves on individual deals—telling them what you would do if you were there yourself. Then you are not only training them to be better closers—but you are spreading your own closing ability over your whole sales force."

### Check Men's Closing Efforts

That this does not mean that a salesman should be left to sink or swim alone, however, is evident from the fact that the subject of the close is again brought up in the third film which advised: "Always try to have your men close their own deals—but don't hesitate to help them close when all their own efforts fail."

In commenting on this, the manual said, in part: "Checking the salesman's closing efforts will also enable you to find out whether he is using sound closing methods. Often you will find that he is timid about closing and so lets live deals slip through his fingers. Or he may not know just *how* to close. Naturally, you should always try to have your men close their own deals, when they are able to. But don't hesitate to help them close when all their own efforts fail.

"Going out with a salesman on a closing contact accomplishes two worth-while results—it gives you another chance to close a deal you might not otherwise get; and it also gives you a chance to watch the salesman in action without letting him know you are watching him. Thus you can find out how much he knows about closing and how much help he needs."

Three principles for checking salesmen's work were stressed in this manual: "1. Check up on *work*, not on *men*; 2. Be *friendly* and *patient*; 3. Show that you are there to *help*, not to criticize."

**4 out of 5** consumer families  
in URBAN Iowa  
read The Des Moines  
Register and Tribune

• Sunday 361,433 • Daily 311,768

"Lining Up Live Leads" was the subject of the fourth meeting. This was in two sections, the first devoted to what the sales manager himself can do in securing leads and the second to directing the salesmen in finding prospects.

The fifth meeting was devoted to "Building Up Your Sales Force," and covered such phases as how to figure the number of salesmen needed, where to find good salesmen, qualifications to look for, and how to sell the man on the job.

The subject of the sixth meeting was "Training Salesmen." This was defined on one of the slides by "Mr. Sale," who said: "Sales training is the job of getting all salesmen to use the principles and procedures that we know are most effective." The copy was devoted largely to stating and emphasizing these principles and procedures.

### More Films to Be Added

These six meetings covered the fundamental principles and procedure of sales management as applied to an Oldsmobile dealership; but, as the course progressed, the need of amplifying some of them, and the benefits of the meetings themselves, became so apparent that others were planned to follow without interruption. At the time this is written, three additional films, accompanied by the usual manuals, have already been presented. These are: "It's in the Cards," devoted to the prospect file; "Going Like Sixty," stressing the opportunity of the Oldsmobile line; and, "Doing a Balanced Selling Job," the "balance" being between new and used cars.

"The success of the program," Mr. Ralston explains, "is manifest. It has been extended and the management has no thought of discontinuing it at any definite time in the future. That the sales managers themselves appreciate it and find it helpful is evident from the fact that practically all of them have attended regularly and many have praised it highly. And that dealers have found it practical and valuable is shown when many who formerly acted as their own sales managers are employing regular sales managers, and by the additional fact that many are now doing things they never did before. Their efforts are increasing their sales volume and profits."

Oldsmobile sales at present are at the highest rate on record, according to the latest available reports.

The entire program was produced by Brobuck, Inc., commercial slide film and movie producers, of Chicago.



A good newspaper brings its readers a vivid picture of events . . . brings its advertisers a clear picture of its place in the community. The Journal is a good newspaper.

### CONTENT

The Daily Journal publishes all the news of all the world the same day it happens.

### ADVERTISERS

The Daily Journal is first in local, general and total advertising, first 11 months of 1940.

(Figures from Media Records)

## The JOURNAL

*Portland's Afternoon Newspaper*

**PORTLAND, OREGON**

REYNOLDS-FITZGERALD, Inc.—National Representatives  
New York, Chicago, Philadelphia, Detroit, San Francisco, Los Angeles, Seattle

### READERS

The Daily Journal has the largest circulation of any daily newspaper ever published in Oregon.

**141,684**

Total Net Paid

and in Oregon's only Major Market . . . The Portland City and Retail Trading Zone

**105,651**

OREGONIAN CIRCULATION

Total Net Paid 138,517 City and Retail Trading Zone 83,338

Figures from ABC Publishers Statements, Sept. 30, '40

# New PHILCO ROOM VENTILATOR for offices, homes and apartments



Enjoy fresh,  
clean, filtered  
air and quiet  
comfort all  
year 'round

Only  
**\$39<sup>50</sup>**  
EASY  
TERMS

Here is real news—big news! You can now have perfect ventilation...fresh, clean, filtered air...in your office or any room in your home the whole year 'round—for only \$39.50. The Philco Room Ventilator—a new engineering development—gives amazing performance—

- Brings in Fresh, Clean, Filtered Air . . . 475 Cubic Feet Per Minute.
- Shuts Out Noise, Dirt, Dust.
- Exhausts Stale, Stuffy Room Air . . . 110 Cubic Feet Per Minute.
- Recirculates Room Air . . . 185 Cubic Feet Per Minute.

The Philco Room Ventilator makes your office or home quiet and comfortable . . . you work more efficiently . . . you sleep better . . . winter and summer. Handsome Walnut wood cabinet, easily installed in 30 minutes. Investigate the new Philco Room Ventilator . . . see your Philco dealer or mail the coupon now!

*\*Price slightly higher Denver and West*

Philco Radio & Television Corp., Dept. No. 555  
Philadelphia, Pa.

Please send me, without obligation, your illustrated Folder on the new Philco Room Ventilator together with details of your Easy Payment Offer.

Name \_\_\_\_\_

Street \_\_\_\_\_

County \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

## Marketing Flashes

[ How to Give a Pat on the Back and Handshake ]  
[ Simultaneously—Low Price Boat Has Auto Motor ]

### "Welcome, Mr. Salesman"

Thus are representatives from other firms greeted by a bulletin board in the reception room of Carstairs Bros. Distilling Co., N. Y.

"You will receive courteous attention here," the legend continues, "for we never forget that our own staff of Carstairs salesmen are making their many calls every day—just as you are now."

"We enthusiastically recognize individual selling achievements in accordance with the following plan:

"Those members of (our) sales force who demonstrate original merchandizing, selling or advertising ideas in the field are cited for their accomplishments with awards, such as you see framed here. These ideas must be tried and proved successful in actual practice before they are considered by the Carstairs Award Committee.

"Twice each year the salesmen themselves cast ballots to determine the two most worthy merchandising contributions, and the winners are rewarded with cash prizes. This plan of personal recognition fosters and maintains a spirit of confidence and aggressiveness in our sales organization.

"If you have time to study these awards carefully, you may find an idea which will be helpful to you in your business.

On three sides of this statement are reproductions of "Public Acknowledgement Awards" made within the past year to Carstairs men. Each award

is inscribed on parchment, which gives a detailed explanation of the achievement.

As a gracious way of praising its own men, of being cordial to visitors and sharing information with them, the idea ought to win Carstairs (and Philip J. Kelly, g. s. m., who devised it) some sort of special award. 'Tis a plan worthy of emulation.

### Watersprite

Powel Crosley, Jr., head of Crosley Corp., Cincinnati, makes radios, refrigerators, midget autos. Now a subsidiary, headed by his son, Powel III, is producing "Watersprite," a family runabout or fishing boat powered with an adaptation of the motor in Crosley cars.

A 15-footer, for motor boaters of modest incomes, the Watersprite's in-board motor put-puts at a maximum of 12 to 15 miles an hour, burns only half a gallon of gas an hour at cruising speed. It can be throttled down for trolling, has an electric starter.

The motor is a product of Waukesha Motor Co. and is the result of five years research on the Crosley auto engine and of over a year's work on the marine engine. Latter is water cooled. It can be "installed in any family fishing boat, runabout or small cruiser," although—naturally—the makers recommend the boat for which it was originally designed. Latter is of four layers of plywood molded into plastic form with phenolic waterproof



Crosley's Watersprite is \$395, F.O.B. Miami; the motor alone is \$175.

resin glue. There are no seams in the hull.

Crosley Marine's headquarters are in Miami, where the boats are being manufactured, and the motor division is in Cincinnati at the parent plant.

### Show and No Show

The 37th annual National Business Show, with exhibits of about 1,500 machines, equipment and supplies, will be held at New York's Grand Central Palace the week of February 3, instead of next Fall. Frank E. Tupper, managing director, explains that the show is being staged now to permit exhibitors to display wares which later "will have been integrated into the set-up of many concerns now enlarging their establishments to handle defense contracts."

For the same reason (defense orders) there won't be a National Automobile Show this year in N. Y. and most regional auto shows will be eliminated also. Nevertheless, several motor concerns are expected to introduce new models. Ford is said to be ready to announce a six-cylinder car within the fortnight. Chevrolet is planning a higher-priced series than its present line, and Buick and Packard may follow.

Meantime, a number of auto firms are using paid space to describe their part in the gigantic defense program. Chrysler, for example, recently took a page in Detroit newspapers to reproduce an architect's drawing of a tank factory it is building for the Army and to point out that "productive ability . . . is the automobile industry's great contribution to national defense . . ."

"Automobile plants do not become defense plants overnight. But men experienced in auto production know how to assemble the men, materials and machines to make defense equipment on a mass production basis."

### E-Z-Serve

John Morrell & Co., Ottumwa, Ia., meat packers, brings out six new canned meat loaves. "Their Appe-teasing variety" comprises ham, beef, pork, liver, tongue and veal.

A carving knife, 12 $\frac{3}{8}$  inches long, "appraised retail value \$1," is being offered for six coupons from recipe leaflets on the meat loaf cans to aid in introducing the latter. At present this premium bargain is on a test basis in selected cities. Later, if it and the meat loaves meet with public approval, wider distribution will be undertaken.

"Months have been spent in testing experimenting and tasting" the new loaves, the company asserts. Now

"taste boredom is eliminated. You can serve a different E-Z-Serve meat loaf, hot or cold, every day in the week."

### Schenley: Vintner

Schenley Import Corp., N. Y., has bought Cresta Blanca Wine Co., of Livermore, Cal. The former company is, of course, one of the big fellows in the distilled spirits industry, with dozens of brands sold by its various subsidiaries. Heretofore, however, Schenley has trod out no grapes from American vineyards.

Cresta Blanca "has won gold medals in every major international exposition since it began making wines in 1889," says Theodore C. Wiehe, president of Schenley Import. Currently Cresta

Blanca "Souvenir" wines include sauternes, chablis, Rieslings, clarets, burgundies and sweet types. Its property includes 423 acres, mostly under cultivation, and three storage caves. One will be enlarged to more than 400 feet in length.

"The growing appreciation of American wines, which will be further stimulated by our nation-wide distribution facilities, may be seen in the fact that the consumption increased more than 60% between 1935 and 1939," explains Mr. Wiehe. "According to the latest government reports, consumption of American wines during 1939 totalled about 73,000,000 gallons, and our own surveys show a substantial increase for 1940."

### Clients served:

(In order of appointment)

Liggett & Myers Tobacco Co.  
Western Electric Company  
Loose-Wiles Biscuit Co.  
Association of American Soap and Glycerine Producers, Inc.  
Group IV, Savings Banks Association of the State of New York  
Bank of the Manhattan Company  
Bigelow-Sanford Carpet Co.  
American Telephone & Telegraph Co.  
Copper & Brass Research Assn.  
White Rock Mineral Springs Co.  
L C Smith & Corona Typewriters Inc  
The Texas Company  
Beech-Nut Packing Company  
Hartford Fire Insurance Company  
Hartford Accident and Indemnity Co.  
United Brewers Industrial Foundation  
Holmes & Edwards Division,  
International Silver Company  
Thos. Cook & Son - Wagons-Lits Inc.  
Air Conditioning and Commercial Refrigeration Department,  
General Electric Company  
Pepsi-Cola Company  
General Baking Company  
The SoundScriber Corporation  
The Permutit Company

## Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET, NEW YORK

"NOT HOW MUCH, BUT HOW WELL"

# Mr. Tacks Lets Off Steam About Advertising Rate Differentials

Are media sellers with rate differentials any different from manufacturers who have one price for the industrial market, one for jobbers, and another for retailers?

BY BRASS E. TACKS

**T**HERE have been effusions galore on this controversial controversy of rate differentials. So, being one of the most effusive of all effusers, I'd like to spout a little. As Pat is alleged to have said, "Sure, O'm knowwin it's not much of a foight, but it's a foight!"

So, knights of the ANA and AAAA and all other contenders in this battle-royal, put 'em up. With all the mud that's been tossed into the ring, the thing begins to look like one of those Miami wrestling matches.

I happen to have a smart friend in the cosmetic business. To prove that he's smart, he makes money. He makes it in a field that's so positively competitive that his drummers sometimes cut their own first line prices just to beat out their own second lines.

Well this bird, and I repeat that he knows what he's doing, says "My 12-cent box of face powder moves better at 89 cents than at 49 cents!"

His logic, and I know that it holds true in my own little cottage, is that since Mamma buys the stuff to feel good, she'll feel even better if she pays 89 cents for it than if she pays only 49 cents.

Now, of course, I know that you don't buy newspaper space that way. You're not just trying to make somebody feel good; you buy it only because you feel that five bucks worth of bread tossed into a pond will come back later, soggy, but worth \$5.25.

Then, you go on to say, and this is granted, that if you could only get said bread for \$4 instead of \$5, that you could show an even better return. Thus the controversy.

Well, even though newspapers aren't cosmetics (except in the way they glamourize your glamourless beans and pills), there is, nevertheless, a point of comparison. In both instances, the manufacturer (and a newspaper publisher is one) says first, "What's this worth to a consumer?"—then figures his price accordingly.

My wife isn't agitating for the cosmetic fellow to publish all his wholesale and retail discounts on the side of his container. She's not lobbying for

the privilege of buying his powder at factory-door cost.

Her only question is, "Is the stuff worth 89 cents to me?" If she answers "Yes," out goes 89 cents and she shuts up. If she says "No," then the sale falls through. But either way, she doesn't try to uncover Walgreen's confidential price and then get it.

Almost every manufacturer has a hodge-podge if-and-but price schedule. Newspapers aren't at all peculiar. Food men, for instance, publish one set of prices for hotels, another for steamships, another for wholesalers, and another for the poor little retailer. Then having completed their penny shuffling, they bulletin the field force "Now, boys, police the outlets. Show no mercy to any price-cutter. Throw sand in his coffee roaster. Remember we're a one-price house!"

With gasoline refiners, it's the same. There's one batch of prices for the trucker, one for the airport, another for the tank-car distributor and 20 more that retailers use in a sort of wild take-a-number-any-number scramble.

So, the fact that a newspaper owner (who, I repeat, manufactures, too) says "I have to recognize classes of buyers," isn't at all hard to understand. Neither is his rate card a "racket," a "hold-up," a "blackjack" or anything else. It probably makes better sense than your own.



For, obviously, the newspaper has many more "types" of customers than you have. You sell to four classes of customers, perhaps, and you think that you have headaches. Four fields—grocers, dime stores, druggists and department stores—all sell your toothpaste. And you grumble at the confusion.

Well, consider the poor publisher. He has a thousand classes. Everyone from you and Montgomery Ward to a youth who's mislaid his girl friend is a potential customer. He just has to have a "scale." It's bound to be a weird-looking thing.

When I go into your showroom, if you're a rug manufacturer, it doesn't surprise me at all to have your salesman inquire, "Are you with a department store?" "No." "Then a furniture store?" "No." "Do you decorate interiors?" "From your viewpoint, no." "So—you're just a consumer—eh?" And if I want the rug, I have to fork out at least twice what Mr. Macy would've been charged—and then apologize for having the audacity of wanting to do business.

It's certainly not the purpose of newspapers to discourage national advertisers, any more than it's the purpose of railroads to discourage one-wayers by offering lower fares to round-trippers.

## All Based on Logic

Every rate on a publisher's rate card has logic behind it,—just as every rate on your rate card has logic behind it. We see eye-to-eye. So, why all the finger-pointing?

Radio stations have been in business for only a few years. They're fledglings. But, already, they've learned one thing: That they can't handle retail and national business at the same rates. Their spreads, frequently, run 300%. Oh, sure, they'll come back to more reasonable differentials later. But the basic principle of "We have kinds of buyers" (just as you say, "We have kinds of buyers") will always stand.

When I pay \$15 for one of your electric razors, I don't count the screws, weigh the plastic nor measure the wire to see if I got my money's worth. To determine that, I use the thing. I try to decide whether the smoothness, the ease, the speed and the cleanness merit my having parted with 15 great big gorgeous bucks.

And that's the way to buy newspaper space. The cost of linotypes, ink and presses is of no more interest to National Carbon Co. (or any other ANA member) than the factory-door cost of Prestone is to me (or any ANPA member).

No?

•Talk about a  
Rich Market!...

# LOOK AT SOUTHERN CALIFORNIA!"



IT'S THE NATION'S

## *No. 1 Market*

... and the **BEST ADVERTISING BUY in America!**

You Can't Overlook an area whose industries are handling over two billion dollars in Defense Orders!

You Can't Overlook an area already rich and fertile which gives better than 200,000 NEW WORKERS millions in payrolls for daily needs and luxuries!

You Can't Overlook the fact that Los Angeles County employment alone is up 24% over high '39 — payrolls up 30%!

You Can't Overlook the Los Angeles bank debits for 1940 of \$10,834,380,043 — the biggest since 1937 and an 8% gain over 1939!

You Can't Overlook a market which, plus all this, is the nation's aviation center . . . world movie capitol . . . contains the nation's highest per farm value . . . is a huge petroleum producer . . . gains over a million and a half dollars yearly in tourist revenue . . .

NO! YOU CAN'T AFFORD NOT TO UP YOUR ADVERTISING IN THIS RICH, FREE-SPENDING AREA NOW, AND CASH IN BEFORE YOUR COMPETITION!

## For Real Action

The Los Angeles Examiner with 220,195 daily and 556,762 Sunday circulation has the largest circulation of any morning paper in the West with lowest milline rates in the Los Angeles Territory! Help yourself in '41 to the Southern California Market through the Los Angeles Examiner!

# LOS ANGELES EXAMINER

Represented Nationally by the RODNEY E. BOONE ORGANIZATION

## [54]

The present size of the army is in the neighborhood of 800,000 men, including the regular army, National Guard units and trainees already inducted. The personnel accounted for on the list totals 898,900, exclusive of aviation centers. Not all of the camps are filled, for not all of them are finished; but by the time this article is in print, it is probable that the army will have taken in approximately this number of men. Twenty-one of the camps in the list are reception centers in addition to being permanent camps, with each one having facilities for handling from 500 to 2,000 men where selective service trainees are billeted during the first week or so after they are inducted, during which time they are undergoing tests to determine to which branch of the service they will eventually be assigned.

Eighteen of the camps have facilities as replacement centers which will accommodate 186,900 men and where trained men are held more or less on reserve until such time as calls come for their services at other camps and forts.

Any individual business firm desiring information about the personnel of a particular camp, post or station can usually obtain it by addressing a request to the Office of the Adjutant General, Department of War, Munitions Building, Washington, D. C.

### What Do Army Men Buy?

In 1940 the 120,000 men in the United States Navy bought:

45,702,950....	Packages cigarettes
6,000,000....	Cigars
1,803,250....	Cans smoking tobacco
370,000....	Cans dental powder
1,187,000....	Tubes tooth paste
1,988,572....	Packages cigarette tobacco
189,348....	Pipes
839,159....	Tooth brushes
3,864,000....	Bars toilet soap
1,842,000....	Bars laundry soap
575,000....	Tubes shaving cream
4,441,960....	Bottles of soft drinks
853,000....	Packages razor blades
434,483....	Bottles of hair preparation
434,340....	Cans shoe polish
92,650....	Fountain pens

The promotion department of Outdoor Advertising Incorporated has projected these Navy figures to indicate probable annual purchases of certain items by the Army as now constituted and also the annual purchases of the 1,400,000 men who are scheduled to be in service by June 1. The projected figures are shown in the table on page 58.

This is not a complete list by any means of Army purchases. Army men always have been extraordinarily good prospects for such items as:

Mechanical pencils  
Jewelry souvenirs

# KYW

## PHILADELPHIA—NOW

# 50,000

## WATTS



**50,000 WATTS IS NOW  
POUNDRING AT AMERICA'S  
THIRD MARKET—FROM  
THE NBC-RED STATION  
IN PHILADELPHIA—KYW.**

WESTINGHOUSE



RADIO STATIONS

## These Are America's Army Camps

### EAST

Name of Camp	No. of Enlisted Personnel	Post Office Address
Indiantown Gap	19,200	R.R. 2, Jonestown, Pa.
Pine Camp	12,500	Great Bend, N. Y.
Fort Ontario	1,800	Oswego, N. Y.
Fort Ethan Allen	1,800	Fort Ethan Allen, Vt. (Essex Junction)
Portland H. D.	2,700	Portland, Me.
Fort Devens	22,000	Fort Devens, Mass. (Ager)
Boston H. D.	3,700	Boston, Mass.
Camp Edwards	26,200	Falmouth, Mass.
Fort Monmouth	8,400	Oceanport, N. J.
Delaware H. D.	1,500	Delaware City, Del.
Fort Dix	25,500	Fort Dix, N. J. (Wrightstown)
Camp Upton	2,000	Camp Upton, L. I., N. Y. (Yaphank)

127,300

### MIDDLE WEST

Fort Riley	15,300	Fort Riley, Kansas (Junction City)
Fort Leavenworth	1,000	Fort Leavenworth, Kan.
Fort Snelling	1,000	Fort Snelling, Minn. (St. Paul)
VII. Corp Area	33,500	Rolla, Mo.
Jefferson Barracks	1,000	St. Louis, Mo.
Camp Grant	9,500	Rockford, Ill.
Fort Custer	13,600	Battle Creek, Mich.
Fort Benjamin Harrison	2,100	Fort Benjamin Harrison, Ind. (Lawrence)
Fort Hayes	1,000	Columbus, Ohio

78,000

### SOUTH and SOUTH WEST

Fort Bliss	19,500	Fort Bliss, Texas (El Paso)
Camp Wolters	17,000	Mineral Wells, Texas
Fort Sam Houston	10,200	Fort Sam Houston, Texas (San Antonio)
Camp Bowie	27,200	Brownwood, Texas
Camp Robinson	22,700	North Little Rock, Ark.
Camp Livingston	28,300	Camp Livingston, La. (Alexandria)
Camp Claiborne	25,600	Camp Claiborne, La. (Alexandria)
Old Camp Beauregard	1,000	Alexandria, La.
New Camp Beauregard	13,500	Alexandria, La.
Camp Galveston	10,000	Galveston, Texas
Camp Hulen	10,500	Palacios, Texas
Camp Shelby	48,400	Hattiesburg, Miss.
Fort Knox	15,000	Fort Knox, Ky.
Camp Peay	25,700	Tullahoma, Tenn.
Fort McClellan	17,300	Anniston, Ala.
Fort Benning	18,600	Fort Benning, Ga. (Columbus)
Macon Lease	16,500	Macon, Ga.
Camp Blanding	46,000	Starke, Fla.
Camp Stewart	14,000	Savannah, Ga.
Fort Jackson	30,100	Columbia, S. C.
Spartanburg	16,500	Spartanburg, S. C.
Wilmington Firing Center	18,100	Wilmington, N. C.
Fort Bragg	41,400	Fort Bragg, N. C. (Fayetteville)
Camp Lee	21,900	Camp Lee, Va. (Petersburg)
Fort Belvoir	14,700	Fort Belvoir, Va. (Alexandria)
Fort Eustis	15,100	Fort Eustis, Va. (Lee Hall)
Fort George G. Meade	22,200	Fort George G. Meade, Md. (Laurel)
Aberdeen Proving Ground	6,000	Aberdeen, Md.
Edgewood Arsenal	2,400	Edgewood, Md.
Camp Pendleton	1,900	Virginia Beach, Va.

560,300

### FAR WEST

Fort Lewis	35,900	Fort Lewis, Wash. (Tacoma)
Columbia, H. D.	1,600	McGowan, Wash.
Port of Embarkation	2,400	San Francisco, Cal.
Presidio of San Francisco	1,800	San Francisco, Cal.
Camp McQuaide	1,900	Watsonville, Cal.
Presidio of Monterey	1,000	Monterey, Cal.
Fort Ord	16,700	Fort Ord, Cal. (Monterey)
Nacimiento Lease	21,000	San Miguel, Cal.
Camp San Luis Obispo	18,700	San Luis Obispo, Cal.
March Field Firing Center	10,000	Riverside, Cal.
Fort MacArthur	1,000	San Pedro, Cal.
San Diego Lease	7,500	San Diego, Cal.
San Diego, H. D.	2,000	San Diego, Cal.
Fort Douglas	500	Fort Douglas, Utah
Fort Huachuca	4,300	Fort Huachuca, Ariz. (Bisbee)
Fort Warren	7,000	Fort Warren, Wyo. (Cheyenne)

133,300

Flash lights  
Stationery  
Watches  
Candy  
Packaged cookies and cakes  
Small drugs items  
Beer  
Extra clothing  
Cameras and photographic supplies

Do not make the mistake of under-rating the importance of the soldier market. The incomes of many men are by no means limited to the \$21 which trainees get at the beginning period of their service. Large numbers of them continue to be paid for at least several months by the business firms whose services they left. Others have allowances and other forms of income from their families or from personal investments. Thousands of them are officers with much higher incomes and correspondingly greater ability to fill their wants and needs.

The list at left covers camps, forts and stations in the Continental United States where National Guard units and selective service men will be trained. Omitted are certain camps about which information will not be divulged by the War Department and also others where the personnel will not be increased as a result of the conscription program. Names in parentheses indicate nearest towns.

### Aviation Fields

Because a much higher percentage of the personnel in the aviation fields have the ranking of officers, and a higher average purchasing power than is true of ordinary camps, forts and stations, the flying fields of the nation are listed separately below. Personnel given is of the estimated June 1 strength. Current figures are approximately 70% of this total.

Maxwell Field	5,000	Montgomery, Ala.
Air Corps Stations	3,500	Tucson, Ariz.
Hamilton Field	2,900	San Rafael, Cal.
March Field	10,000	Riverside, Cal.
Lowry Field	7,000	Denver, Col.
MacDill Field	6,000	Tampa, Fla.
Scott Field	9,500	Belleville, Ill.
Chanute Field	16,000	Rantoul, Ill.
Bowman Field	2,500	Louisville, Ky.
Barksdale Field	4,000	Shreveport, La.
Westover Field	2,700	Chicopee, Mass.
Air Corps Station	4,000	Albuquerque, N. M.
Mitchell Field	7,000	Hempstead, L. I., N.Y.
Randolph Field	3,700	San Antonio, Tex.
Kelly Field	5,500	San Antonio, Tex.
Langley Field	7,000	Hampton, Va.
McChord Field	3,500	Tacoma, Wash.

99,800

### Government Defense Contracts Concentrated in 16 City Areas

According to a survey made by the Marketing Division of Hearst Magazines, Inc., 14 states have Government defense contracts exceeding \$100,000,000 each. These states together com-

SALES MANAGEMENT

# *Here's the lowdown on super-markets*



The Progressive Grocer is the  
**ONE** magazine that covers **ALL**  
the big super-markets + + + +

**PLUS**

MORE THAN 60,000 OF THE BIG-VOLUME FOOD MARKETS

**PLUS**

ALL IMPORTANT WHOLE-SALERS AND FOOD BROKERS

**PLUS**

BUYING HEADQUARTERS OF 40,000 CHAIN STORES

**The Progressive Grocer** *National Magazine of the Grocery Trade*

Total circulation 75,000 copies a month, influencing practically all the buying and selling power in the grocery field

## The Army, in a Year, Consumes These Mountains of Goods

Using the purchases of Navy men as a guide, the purchases of the 800,000 men who are now in the Army (Jan. 1) will be:

304,381,708.....	Packages cigarettes .....	530,154,324
39,960,000.....	Cigars .....	69,600,000
12,009,645.....	Cans smoking tobacco .....	20,917,700
2,464,200.....	Cans dental powder .....	4,292,000
7,905,420.....	Tubes tooth paste .....	13,769,200
13,243,889.....	Packages cigarette tobacco .....	23,067,435
1,261,057.....	Pipes .....	2,196,457
5,588,799.....	Tooth brushes .....	9,734,244
25,734,240.....	Bars toilet soap .....	44,822,400
12,267,720.....	Bars laundry soap .....	21,367,200
3,829,500.....	Tubes shaving cream .....	6,670,000
29,583,454.....	Bottles of soft drinks .....	51,526,736
5,680,980.....	Packages razor blades .....	9,894,800
2,893,657.....	Bottles of hair preparation .....	5,040,003
2,892,704.....	Cans shoe polish .....	5,038,344
617,049.....	Fountain pens .....	1,074,740

Using the purchases of the Navy men as a guide, the purchases of the 1,400,000 men in the U. S. Army by June 1 will be:

bine to a total of \$6,506,000,000 or 87.4% of the defense contracts awarded between June 1 and December 15, 1940. Seven additional states and the District of Columbia have expenditure volumes of some \$50,000,000 to \$100,000,000. Together they receive \$587,000,000 or 7.9% of the total. Thus these 21 states and the District of Columbia account for 95.2% of the expenditures. The remaining 28 states (two of which have less than \$1,000—Idaho, and South Dakota—and three without any expenditures—Montana, New Mexico and North Dakota) make up the balance, or 4.8%. The states rank according to volume as follows:

First 14 States	Millions of Dollars
California .....	\$ 982
New York .....	778
Pennsylvania .....	638
New Jersey .....	637
Connecticut .....	589
Michigan .....	456
Massachusetts .....	447
Virginia .....	433
Maryland .....	329
Washington .....	302
Illinois .....	298
Missouri .....	181
Iowa .....	124
Total .....	\$6,506

Second 7 States	Millions of Dollars
Indiana .....	\$ 91
Kentucky .....	86
Texas .....	85
D. C. ....	78
Kansas .....	72
South Carolina .....	59
New Hampshire .....	58
Maine .....	58
Total .....	\$587

Third Group of States	Millions of Dollars
Alabama .....	\$47
Florida .....	42
Rhode Island .....	37
Wisconsin .....	31
Tennessee .....	30

Delaware .....	26
West Virginia .....	24
Georgia .....	23
North Carolina .....	17
Minnesota .....	14
Louisiana .....	14
Mississippi .....	10
Nebraska .....	8
Colorado .....	7
Utah .....	6
Oklahoma .....	5
Oregon .....	5
Arkansas .....	4
Nevada .....	2
Wyoming .....	2
Arizona .....	1
Vermont .....	1
Total .....	\$96

### Expenditures by Consumer Trading Areas

Thirty-two Consumer Trading Areas have defense expenditures exceeding \$50,000,000. These areas account for \$6,300,000,000 or 84.5% of the total. Twenty-eight areas have from \$10- to \$50,000,000 each and contribute close to \$700,000,000 or 9.3% of the total. One hundred and one areas report from \$1- to \$10,000,000 and together equal \$425,000,000 or 5.7%; 183 areas of less than \$1,000,000 together equal \$42,000,000 or 0.5% of the expenditures.

Thus, 344 areas in all have reported Government contracts during the 6½ month period. These areas are indicated on our "Consumer Trading Areas of the U. S." map in colors.

The first 32 areas ranked by volume of expenditures are:

New York Multiple Market .....	\$907,933,809
Philadelphia Multiple Market .....	579,889,877
Los Angeles Multiple Market .....	511,674,183
Boston Multiple Market .....	392,766,753
Detroit Multiple Market .....	381,998,545
Hartford, Conn. ....	375,104,904
Norfolk, Va. ....	322,475,814
Baltimore, Md. ....	319,116,131
Seattle, Wash. ....	288,363,238
San Diego, Cal. ....	247,807,208

San Francisco Multiple Market .....	203,042,455
St. Louis Multiple Market .....	189,973,319
Buffalo, N. Y. ....	144,976,371
Bridgeport, Conn. ....	129,457,955
Chicago Multiple Market .....	122,335,759
Hamilton, O. ....	105,025,243

Total Areas Over \$100,000,000 .....	\$5,221,941,564
--------------------------------------	-----------------

Cleveland Multiple Market ..	\$96,590,415
Louisville, Ky. ....	86,287,294
Washington, D. C. ....	78,190,538
Kansas City, Mo. ....	84,618,516
Roanoke, Va. ....	76,254,028
Pittsburgh Multiple Market ..	70,515,114
Joliet, Ill. ....	68,105,332
Wichita, Kan. ....	67,864,965
Wilkes-Barre, Pa. ....	61,442,094
Davenport-Rock Island, Ia.-Ill.	58,402,059
Akron, O. ....	57,831,221
New London, Conn. ....	53,810,812
Portsmouth, N. H. ....	53,414,046
Lewiston-Auburn, Me. ....	53,254,933
Charleston, S. C. ....	52,600,081
Burlington, Ia. ....	52,480,872

Total Areas \$50,000,000 to \$100,000,000 .....	\$1,071,662,320
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TOTAL of 32 Areas over \$50,000,000 .....	\$6,293,603,884
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Other areas having defense contracts ranging from \$10,- to \$50,000,000 are, in order of importance. Utica, Dover, N. J., Schenectady, Michigan City, South Bend, Rochester, Providence, Mobile, Muskegon, Corpus Christi, Jacksonville, Wilmington, Houston, Waterbury, Milwaukee, Battle Creek, Albany-Troy, Springfield-Holyoke, Chattanooga, Williamsport, Twin Cities, Tacoma, Worcester, Toledo, and Youngstown.

### Rule-of-Thumb Guide Only

The above information is taken from a Hearst book called "U. S. Defense Expenditures," and in it the defense money is broken down according to the marketing areas designed by Hearst's Marketing Division. Their compilation provides a reliable rule-of-thumb guide for isolating defense money, although it is impossible to trace the expenditures down in a *truly* accurate sense, since it is the practice of large firms to present bids from their head offices (such as New York, Washington, Philadelphia, Chicago, etc.) although factories which will supply the materials may be located elsewhere. This tends to indicate unduly large expenditures for certain large cities. The practice prevents the analyst from tracing down the expenditures to some factory towns which will be affected by the defense expenditures, and of course it is even more impossible to allocate the spending which results from sub-contracting, or the purchasing of the raw materials required for any given order.

SALES MANAGEMENT

# HELP!

WE JUST CAN'T  
KEEP TRACK OF  
ALL THIS NEW  
PROSPERITY  
THAT'S POURING  
IN ON  
LOUISVILLE

**L**AST summer we thought things were going mighty well here in the Louisville area and we bragged about it. Then the defense program selected our community as one of its key points. That was piling prosperity on top of better times.

We thought we'd get out a book about it, and we did. We called it "Gigante New Purchasing Power Comes to Louisville." But with all its recital of important defense developments that meant millions in new payrolls and spending power, it was out of date almost before we could get it around to our friends.

Then we got out another one, bringing the first up to date in bright, red underlining of the new millions in defense projects that had come to the Louisville area in the meantime.

But it's getting hopeless, now, as far as keeping the picture up to date for you is concerned. Every time our papers come out, they shout new headlines of more contracts, more projects, more spending, more payrolls.

Right now, the best we can figure, the total U. S. investment in defense projects now under way here is around \$125,000,000.00 and going up all the time. The new payrolls are in excess of \$5,000,000.00 per month, and it looks like \$100,000,000.00 will be added to our spendable income this year.

More than 30,000 new jobs have already been created; bank debits are up 12%; one private industry's expansion is costing \$8,000,000; another is doubling its capacity; retail sales are up 31%. And it keeps right on getting better and better!

*The Louisville Area, already the largest industrial community in the South, now includes a \$75,000,000 powder plant, the world's largest; an \$18,000,000 powder bag-loading plant; a \$5,000,000 naval ordnance plant; the U. S. Government Depot, now letting \$10,000,000 in contracts per month; a major Army airport housing the 28th Air Base; an important auxiliary military airport now building, and Fort Knox, headquarters of the Mechanized Army of the U. S., now housing 25,000 men with more coming all the time.*

GET IN NOW ON THIS NO. 1  
OPPORTUNITY MARKET VIA

**The Courier-Journal THE LOUISVILLE TIMES**  
REPRESENTED NATIONALLY BY THE BRANHAM COMPANY



*"It's seldom we can get our employees to show such an interest in our customers."*



## Wanted: More Logic and Less Guesswork in Hiring Salesmen

*(Continued from page 20)*

standing, and the 12 poorest as deficient.

What is desired is to determine whether there is any relationship between selling success and such factors as age, education, years of experience, highest previous salary, marital status, number of dependents, memberships in organizations, and similar facts which can be elicited at time of employment. In order to determine whether such relationships exist, charts like the two shown on page 19 should be prepared. The top chart shows a relationship between number of dependents and sales success for one company. It will be noted that success increases with the number of dependents up to three (wife included) after which it falls off. The lower chart shows no relationship at all between height and selling suc-

cess. There are just as many tall men who fail as there are short ones—and just as many who succeed, too.

Charts of this kind should be prepared for each item under consideration. Where a chart reveals some relationship between the factor as it existed at the time of employment, and sales success, it should be set aside for inclusion in a device which will ultimately summarize the value of an application blank.

To simplify the problem let's take some of the findings of the oil company mentioned in the opening paragraph of this article. That research showed age, education, number of dependents and memberships in organizations were all related to sales success. The problem now becomes how to weight these factors one against another. Should the maximum points as-

signable for the best education (high school) be more or fewer than the maximum points assignable for the best number of dependents (3)?

There are statistical methods for determining these weights with some accuracy, but they would be useful only for very large organizations having hundreds of salesmen. For the average selling organization, the number of salesmen is insufficient and the variables in the selling task are too great to make such selling methods practical. Because weighting cannot be established by mathematical procedures for most companies, it is useless to estimate weights. What is better in this situation is to establish a certain number of points, let us say ten, for the best or optimum showing in each factor and to allow something less than the maximum number of points for poor showings, thus, referring to Figure 2, if ten points were allowed for having three dependents, the curve drawn on the upper chart on page 19 would suggest the following table:

No dependents . . . . .	4 points
1 dependent . . . . .	6 points
2 dependents . . . . .	8 points
3 dependents . . . . .	10 points
4 dependents . . . . .	8 points
5 dependents . . . . .	6 points
6 or more dependents . . . . .	4 points

This scale is arbitrarily based on the rate of rise and fall of the curve which has been drawn. This curve represents the line of best fit or the average trend of success for the seven groups shown on the base scale.

### Consider Length of Service

It will be seen from our illustration, using four factors, that it would be possible for an applicant to secure a maximum of 40 points if he exhibited the best degree of each of the four factors. The status of present salesmen as of their dates of employment should be checked according to this scoring device to determine whether the results coincide fairly well with the effectiveness of the employees themselves.

In this connection length of service should be taken into account. That is, new men who score high by the device may not yet have reached the acmes of their sales effectiveness with the company, and so it might be necessary to make some allowance for discrepancies between scoring results and selling ability, provided it was ascertained that the discrepancies could be accounted for by length of service or lack of it.

To such a scoring device there can readily be added a similar score for the kind of previous experience. If, for example, it had been determined by an

oil company that the best prior experience was work with a rubber company, such experience might be allowed ten points, and less valuable experiences correspondingly less. This addition would raise the maximum number of points possible to 50.

After a company has set up tentative standards based on the kind of experience and the application factors, it should establish *pro tem* a passing grade. If the maximum number of points is 50, scoring of present competent salesmen might show that they average 38 points, and present poor salesmen average 22. In this case, the company might well set as a passing score 30 points. If an applicant achieves 30 points in the five factors, it will be considered that he has passed that particular hurdle and he will be subjected to other hurdles such as aptitude tests, interviews and the like. If an applicant falls far short of the passing grade of 30, it is likely that little time need be spent on him.

### Other Factors in Choice

If, however, he comes close to the 30, it is possible that other factors, such as the interview, or test results, will cause the company to forgive the low score and so hold the applicant under consideration until a final decision can be reached. It would be silly to establish the passing grade of 30 and then to disqualify an applicant merely because he received only 29. However, if he were low in this scoring device, low in sales aptitude as revealed by a carefully prepared test, and low in the estimation of an interviewer, there would be little reason to consider his application further.

Much of the foregoing has had to do with selecting applicants from outside the company. For the most part, sales organizations endeavor to develop men in the company who can be put into selling work, and this practice is to be commended. But concerns which attempt to follow such a policy rigidly, find themselves from time to time unable to carry it through because promotable material does not seem to be at hand.

An adaptation of the research advocated in this article can frequently be made to determine the probability of success if present employees are promoted to selling jobs. Management is on surer ground because it has had an opportunity to observe how an employee conducts himself in situations which are at least akin to selling—such as handling a customer over the telephone, or writing a collection letter, or participation in employe activities.

Where there is either rapid expan-

sion of the sales force or rapid turnover necessitating replacements, research is indicated to insure that employees under consideration for selling positions have what it takes. A few concerns have found, for example, that they can apply much the same standards except that a lower score can be utilized for a passing grade. Perhaps this is owing to the fact that present superiors will be more patient and tolerant of the mistakes of an employee they themselves have promoted to a selling job. Perhaps it is owing to the fact that the employee's knowledge of company personnel and policies tends to offset his lack of selling experience.

Whatever the causes, it behooves any concern which is genuinely endeavoring to set up a systematic plan for selecting salesmen, to introduce into that plan as much fact and as little opinion as is possible and as the plan evolves under trial, to substitute additional facts where opinion has had to be utilized temporarily.

There is no magic in the devices set forth in this article. They are practical procedures which have been proved by scores of companies. They represent just one of the many potential applications of scientific management to the distribution of products and services.

Same habits! Same tastes!  
Same spending power!

Mrs.  
URBAN IOWA

Mrs.  
CLEVELAND



● Urban Iowans buy  
more food, more  
cars, more drugs  
than Clevelanders

4 out of 5  
urban Iowans  
read ONE news-  
paper

**Iowa**  
**The Des Moines Register and Tribune**

Sunday 361,433—Milline \$1.66

Daily 311,768—Milline \$1.60

# 9 Out of 10 Lee Men Increase 1940 Sales Under Honor Award Plan

(Continued from page 26)

enough. With the contest I found that I always needed just a little more of an order to build up score. So I spent an extra five minutes with the merchant. I gave my selling just a little more push all along the line.

"I used to quit at five p.m., feeling I had done a good day's work. During the past year I've frequently worked until 6:30 or 7:00 p.m., and it hasn't hurt me at all—except to cut out a pinocle game here and there.

"Closer contact between manager and salesman, maintained constantly, is, I feel, the most important point on which management and salesman should and could get closer together in order to improve the salesman's effectiveness. This contest does just that. With the contest in process I felt freer to bring up matters. With increased business and more effort, more problems came up on which I needed to confer with my sales manager, either in person or by mail. I had to give my attention to items I hadn't sold so often before and about which I needed to learn more. The contest helped the sales manager because he could write more letters to salesmen without hunting for an excuse. I had more correspondence with my sales manager than in any similar period before, and it contained more ideas and suggestions, because I asked for them, or needed them, since I was doing new selling jobs when I covered thoroughly all the 20 score chart points. This increased contact was extremely beneficial.

## "I Talk More Intelligently"

"Face to face conferences with officials of the company have ironed out plenty of difficulties, things that maybe I was sore about before. I found out more about manufacturing in our business than I knew or was interested in before. As a result I can talk more intelligently about how our product is made, the materials in it, etc.; why this can be done and that can't. It has given me a greater interest in the company and the factory because of increased trips to the one and closer contacts with the other."

E. W. Klein, Fort Dodge, Ia., says:

"I was in the retail business for a time, which enables me to offer suggestions and ideas to both merchants and their salespeople. If salesmen could do more of this, they'd find it easier to sell and easier to establish that identity of interest with the merchant which makes for enduring relations.

"I think the contest is excellent. It makes a better balanced salesman, whether he wins or not. He should benefit at least 30%. This type of contest makes the salesman more money than a money contest. A money contest, once over, is followed by a letup. This one has continuity, which is one of its distinguishing features. It develops 'carryover' effect. There is no let down. I know I can do a better job because I've done it for ten months. The very length helps. Any salesman is in-

clined to forget certain items in the line. The score chart helps overcome this. Competition with other salesmen also is a big point. There is no substitute for this.

"Being on the Council has certainly changed my viewpoint toward company suggestions, routine, and the like. I used to ask for unreasonable things. Now I don't. It saves me and the company bother so that both can do a better job.

"For instance, quite often I used to do this: If the merchant gave me an order and wanted a special garment, I'd say, 'We don't have them, but I'll have them cut.' I don't do that any more. I haven't lost any business as a result. That simply added grief for the factory without giving the merchant something he really wanted.

## Losers Benefit, Too

"Cutting out such unessential 'helps' has enabled the company to improve basic good service. For instance, in the case cited above, when I asked the company to cut a special garment, and the factory accepted the suggestion, delivery was held up; the merchant didn't get the merchandise quite so soon, and as long as he didn't get it, he couldn't sell it. It set up in the distribution process an unnecessary 'lag,' however brief, which was beneficial to no one—company, store, or salesman.

"Salesmen who don't win places on the Council benefit from its activities. I know this was true in my own case last year. Deliveries are much better as the result of last year's Council, partly as a result of its suggestions to the company, partly as a result of a better all around job by salesmen after participating in the contest.

"Another point: If we need a different priced garment, the company tries to get it out for us to fit our territory. If that is impossible, we understand better why it can't be done.

"The one most important thing the sales manager can do for the salesman is to keep him in the right frame of mind. Our sales manager is the type of fellow who makes you feel good. If I show progress, he writes me or tells me about it. If I get too many red bars on my contest score chart, his letters suggest ways of correcting the situation. He's friendly, and he knows my territory and understands my particular problems."

D. V. Sonneland, Fresno, Calif., explains:

"I've been with the company 19 months, just about the life of the Advisory Council contest, and I've shown an increase every month over my own and the previous salesman's record. Certainly the contest has kept me on my toes. A salesman (and I'm no exception) is apt to get in a rut on the easy items. Under this contest I cannot get out of working the whole line.

"If you owned a store, you'd take inventory at least once a year. The score chart is a self-inventory of effort and ability for

the salesman. It made me be sure not to forget to use every chance to sell every item in the line.

"The contest and score chart made me see, and then do, a balanced job of selling. For instance, most salesmen (and I) don't like to make reports, but in this contest I have to. The fact that I have to make out reports—handle detail properly—helps me know what I'm doing or not doing.

"By stressing balanced effort, the contest got me started selling secondary products. At the same time the contest calls for regular effort in opening new accounts. I combined the two and found that frequently where I couldn't open a new account by presenting major items in the line, I could do so with minor items. I opened a lot of new accounts in this way.

"Here is a merchant, for instance, who has a line of work clothing, not ours. However, the salesman for that line, looking for volume (just as I used to do) on the big items, overlooked the opportunity for the sale of gloves and other smaller items. This gave me an opening. On the other hand, a broad selling program of this sort decreases the 'openings' by which salesmen for other lines can get into a store and take away my business.

"The contest has increased my efficiency in the interview. Instead of doing a five-point job in every interview, I have to do a 20-point job all the time.

## Cured of Buck-Passing

"An exchange of views and experience with successful salesmen at the home office has been beneficial. It taught me that I didn't know everything about my job. For instance, Mr. Reynolds pointed out that the average salesman wants to scare the merchant into buying with the fear that prices are going to go up. That isn't the way to do it. Bring in the point—it's important, but do it so that he isn't scared. Do it so that when you leave him he'll have the possibility of increased prices left in his mind without an unpleasant recollection of the salesman as one who made him afraid.

"The Council has changed my attitude toward company problems. I used to cry about deliveries when a merchant cursed me for slow ones. Like other salesmen, I passed the buck to the factory. I've learned that it isn't always the company's fault, and I'm not going to write the company those complaining letters any more. I'm going to tell the merchant (and I can without hurting business), 'Wait a minute. It isn't the company's fault, etc.' If this trip taught me nothing else, that alone would be worth the effort it took to win a place on the Council.

"Every salesman should know more about the manufacturing of the items he sells. I realize, after being on the Council, that the officials have to keep thinking 24 hours a day to keep it open. More knowledge of factory and processes of production help the mental attitude of salesmen. Besides that, the three or four days with the 'big shots,' the vacation, a big and real goal in Council membership—these were worth fighting for. It is pleasant to know that you're one of the ten best out of 135—in a fine company."

R. L. Edgerton, Litchfield, Conn., says:

"This is a well planned and well executed contest with a splendid goal. It sets

SALES MANAGEMENT

up an excellent system, which, if the salesman follows it, will teach him how to work properly. It compels a man to plan his work and work his plan. It gives a balanced incentive by concentrating attention and effort on a group of attainments rather than on a few.

"Association with officials at the factory has given me a better insight into the personalized management we have. Meeting the boss privately and talking with him, I get a picture of his mental viewpoint. I appreciate the fact that I'm governed by men who know their business. I now realize that if the company gives us something new, we can take it out to our customers with every confidence, because it is obvious that the new item is the result of a lot of thought and practical experiment.

"The trip to the factory and home office, the conferences between executives and salesmen as partners, revealed to me several things: That the company has a policy that has brought it up from embryo to tops in the garment industry and that keeps it advancing; that it stays out of the cheap lines as a matter of principle; that it is honest, both in originating patterns and in dealing with merchants, as a matter of character, and that it treats its employees splendidly and maintains good working conditions.

"The contest has been so successful it has established itself for the future. It has achieved momentum, a thing it could not have done if it were shorter in duration or if it were less well conceived and executed. It has given salesmen a voice in the affairs of the company, which is an honor and a help to both salesmen and company.

"Perhaps the one most helpful thing the sales manager can do to improve the salesman's efficiency is to aid with and approve special plans the salesman may devise for increasing consumer demand."



Salesman George Wood: "The contest forced me to cover the whole line."

George F. Wood, Watertown, S. D., says:

"The particular point in the program that was helpful is the opportunity to win by covering the entire line. I liked this. It broadened my outlook, and it increased my interest, effort, and income. Instead of going in and selling a merchant one or two items, the contest forced me to cover the whole line."

A. M. Schwartz, Trenton, N. J., says:

"My stay in Kansas City and the meetings of the Council have been a great stimulant to me, and have given me an insight into the company I never had before. The experience has put me in a position where I can go out and 'talk' the firm in a stronger way. The sales managers' bulletins and letters are a great help to us.

"While I was not a member of last year's Council, I know from my experience as a member this year that every man able to win and attend these meetings and discussions is a better salesman and better equipped to handle his and the company's business."

J. J. Humphlett, Portsmouth, Va., says:

"The contest broadens the salesman's view so that he becomes of more value to himself and his house. He sells more numbers; consequently, he gets more merchandise in the store, which gives the merchant more opportunities to sell. This increases

volume for the merchant, for Lee, and for the salesman.

"For instance, I made a special effort to get new accounts. In this respect the contest will be producing benefits for me and the company for several years. For other salesmen, too, it will mean increased sales over a long period, from this one factor alone.

"More knowledge, which the contest imposes, means more power. Also, I no longer expect or ask for as many special favors. It suddenly dawns on you why the company can't do this or that, or doesn't want to. Before I found out, before I was on the Council, I sometimes got sore about it."



## "TAKE IT FROM ME—

**Modern Business needs  
The World's Fastest  
Shipping Service"**

... says Philip Salisbury,  
General Manager of Sales Management Magazine

To close a deal, to get samples in ahead of competition or merchandise there first, Philip Salisbury will tell you AIR EXPRESS is the answer. He knows first hand the value of 3-mile-a-minute Air Express speed, of Air Express economy and Air Express special pick-up and special delivery at no extra charge within our regular vehicle limits in all cities and principal towns.

You'll find that Air Express lives up to Mr. Salisbury's praise. Use it today. Co-ordinated air-rail service gives nation-wide coverage. For service simply phone RAILWAY EXPRESS, AIR EXPRESS DIVISION.



The Sky Speed-way for Modern Sales Managers



Is there a skeptic in the audience? She won't be one after she has seen Ironrite's blindfolded demonstrator iron *two* shirts while some local woman who believes "I can do it more easily and quickly by hand" barely finishes one. The big "stop watch" clocks heighten the drama of the contest.

## Policies That Lifted Ironrite Sales to an All-Time High

A guarantee of satisfaction, a plan for giving consumers a thoroughly adequate course of instruction in the use of appliances, dramatic demonstrations, and an up-to-date product design program, are the main reasons behind this Detroit firm's 27% increase in sales for 1940 over 1939.

**T**HE average retail price of domestic electric ironers has dropped more than 50% during the past 12 years. It was \$150 in 1928. For 1940, with the increased number of portables and wringer-post types on the market, many of them retailing at less than \$30, it will doubtless be well below \$70.

Nevertheless Ironrite Ironer Co. sales which in 1940 averaged over \$114 a unit, registered a gain of 27% and reached an all-time high, according to W. R. Dabney, sales manager. Not only did Ironrite remain in first place in its price class, Mr. Dabney adds, but its unit sales exceeded those of any other make selling at \$80 or over, and its total dollar volume was far in excess of that of any other manufacturer in the industry.

A leading producer for the past 20 years, Ironrite followed the industry closely until 1938, when a decided change took place. In that year Ironrite introduced competent instruction, guaranteed satisfaction, and launched a new sales plan. That was the year

of the "Recession," and sales of all ironers declined 38%. But Ironrite sales declined only 13%, thus registering a large comparative gain, and the management was convinced that it was on the right track. In 1939 Ironrite sales zoomed 38% while the industry trailed far behind with a gain of only 2%, and in 1940 Ironrite again was well in the lead, with a gain of 27% as compared with 18% for the industry.

"The answer is found in the product and in our 'Field-Tested Sales Plan,'" Sales Manager Dabney says. "We have persisted in marketing a product that will do a complete ironing job and that will justify an unconditional guarantee of customer satisfaction. A recent survey reveals that there are more Ironrite ironers doing 100% of the ironing in American homes than all other ironers combined.

"But American housewives demand beauty as well as utility, hence we designed a product that quite truthfully might be called, 'A thing of beauty' and 'a joy forever.'"

"Having such a product, and being determined to maintain it, we decided in 1937 to prove our faith by backing it up with an unconditional guarantee of satisfaction. But an ironer is unlike many other products in that the customer must be taught how to use it to best advantage. The housewife can dump her clothes into a washing machine and the machine will do the rest. But she can't dump the same clothes in an ironer and expect them to come out ironed to her complete satisfaction. She must be taught how to feed the clothes in flat surfaces and how to iron those hard-to-get-at parts of shirts and other garments.

"To guarantee complete satisfaction, therefore, we had to provide competent instructors. This necessitated putting such instructors in the field to train other instructors for our 3,000 dealers who, in turn, would instruct the housewives. We now have 36 full-time factory instructors covering the entire United States, and every franchised dealer is required to have a trained instructor and to furnish free instruction to every Ironrite customer. To insure such instruction, we not only make provision for it in our dealer agreement but we also pack with every Ironrite unit a guaranteed instruction record card which the customer is to fill out and sign.

### Teaching Positively Essential

"This, admittedly, is forcing dealers to provide instruction, but it is for their benefit quite as much as for ours. We have tried all methods of merchandising during our 20 years in the ironer business and we know from experience that teaching is essential and that it pays big dividends. Our surveys reveal that 45 to 50% of Ironrite sales result from recommendations of customers and that each Ironrite owner creates, either directly or indirectly, ten Ironrite sales over a five-year period. These are remarkable facts and it is obvious that such results could not be obtained without taking care that every user is completely satisfied.

"We go so far as to insist on instruction before closing the sale. We stress first, getting the product into homes, and second, providing competent instruction. We recently began preparation of a sales training slide film, and representatives of the producer were shocked when we told them we did not wish to emphasize the close. We actually don't want salesmen to try to close on the sales-room floor. It is far better to train the prospect and let her buy. About the only reason why an Ironrite is ever taken out of a home after a demon-

stration is lack of money. And even then, when the prospect does buy an ironer later, it will almost surely be an Ironrite.

"It is not required that every dealer employ a full-time instructor. If his business is small, we will train his wife, office girl, or anyone else to be available on call. But some definite provision must be made for home demonstrations before we will grant a dealer a franchise.

"The dealer's salesmen should know how to demonstrate the ironer, but there must be a female instructor to give demonstrations in the home. The reasons for this are obvious. The instructor, on the other hand, need not be a good saleswoman. Her chief requisites are a pleasing personality and ability to show others how to use the ironer to best advantage. The salesman concentrates on getting ironers into the homes and on closing afterwards; the instructor undertakes to impress the prospect favorably and to teach her how to iron so well that she won't willingly part with the ironer.

### All Demonstrations Help

"In addition to providing home demonstrations, we encourage dealers to conduct ironer schools in the evening. Such schools afford further instruction, insure confidence, and bring in many prospects.

"Then, of course, window and floor demonstrations are always effective, as are outside demonstrations for schools, clubs, and gatherings of all kinds attended by women.

"Our factory demonstrators do a great deal of such promotional work for dealers, particularly at fairs, home shows, and exhibits of various kinds, either in the store or elsewhere.

"Experience has taught us much about how to attract crowds and to maintain interest, as well as how to demonstrate the product most effectively. For instance, we soon learned that a minute or so seems a long time to one who is merely standing and waiting, hence it seems to take longer than it does to iron a garment. Some would doubt, for example, that our demonstrator actually ironed a shirt in about three minutes. Others were overheard remarking that they could iron just as fast with a hand iron. Still others would say that 'only an expert can use an ironer like that.'

"To correct such impressions and to attract crowds by providing an element of rivalry, we introduced what we call our clock and bell presentation. Each of our demonstrators is equipped with two large electric clocks and a bell. Arrangements are made for some local

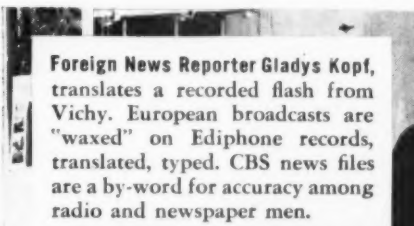


"THIS IS THE COLUMBIA BROADCASTING SYSTEM!"



Over 1700 CBS people team up to bring you the latest news, entertainment . . .

**Frank Stanton, Director of Research**, marshalls radio facts and figures—pours data, detail, statistics into his Ediphone to keep his mind free for analyses, executive matters—"And in these times I keep an Ediphone at home," he says.



**Foreign News Reporter Gladys Kopt**, translates a recorded flash from Vichy. European broadcasts are "waxed" on Ediphone records, translated, typed. CBS news files are a by-word for accuracy among radio and newspaper men.



**Ediphone Room. "Nerve center"** in the traffic of written material. These girls clear the work of executives, reporters, writers, etc., help make CBS the alert, smooth-running organization it is.



**Henry B. Kranz "eavesdrops"** on Berlin while special Ediphones record each word. Should some big event break, the translated news is flashed to CBS's 122 affiliated stations. (Speed and efficiency are yours too, with an Ediphone.)



**Ed. East "writes"** "Ask-it Basket" on a new desk Ediphone. "You have to record ideas *immediately* in my business," says this famous radio master of ceremonies. "I'd be lost without an Ediphone."

**NEWS FLASH!**  
Talk your work away, too!  
There's 60 minutes more executive time per day when you say it to the

**Ediphone**  
EDISON VOICEWRITER

Try one—free! Phone "Ediphone" (your city). Write Dept. S2, Thomas A. Edison, Inc., West Orange, N. J., or Thomas A. Edison of Canada, Ltd., 610 Bay Street, Toronto.

woman to use a hand iron while our demonstrator uses an Ironrite. One of the electric clocks is mounted on a high standard near each operator, the clocks are set exactly on the hour, and at the word 'Go!' each woman begins ironing a shirt. Our demonstrator invariably will iron two shirts before the other woman completes one, and the time is usually about five or six minutes. Each rings the bell when she has finished.

"Then to demonstrate how simple Ironrite really is, we follow this with a blindfold demonstration. Our demonstrator is blindfolded, the clock is started, and she proceeds to iron a

shirt blindfolded in three or four minutes. This serves to convince on-lookers that if the demonstrator can operate the ironer so well blindfolded, they surely could operate it with their eyes open. An announcer usually makes a talk during the demonstrations and hands out a broadside, entitled, 'Iron a Shirt Blindfolded.'

"But while we stress the two activities of getting the product into homes and providing instruction, we are nonetheless aggressive in promotional activities. Three years ago we introduced a cooperative advertising plan and our volume of advertising has since increased some 600%.

"We furnish a wide variety of sales aids, including a sales manual, retail easel portfolio presentation, demonstrator's manual, tabloids, broadsides, mailing campaigns, newspaper, telephone, and radio campaigns, window and floor display material, folders, envelope stuffers, hand-outs of several varieties, and many others.

"We think that our experience has proved that if a high-quality product is properly demonstrated and guaranteed, prospects can be induced to forget the price."

## Coca-Cola Repeats Its "Flower Book"

(Continued from page 23)

be had for a dime. A flood of orders poured in.

Then, direct distribution was undertaken through the more than 1,000 bottlers throughout the country. These offered the flower books to women's groups, garden clubs and other women's organizations. The presses had to be started up again and again as the stocks ran low.

Spurred by this show of interest, Coca-Cola took another step. It had slide films made in technicolor and placed these in the hands of the bottlers who offered to lend them to garden clubs and any other organizations of women who might want them. Printed matter accompanying the slides told the story. Also, for those who wanted it that way, records were made with Mrs. Burroughs telling the story.

Not long after that department stores began to ask for the slide films and hundreds of "shows" were given in store auditoriums and exhibition rooms. Literally millions of persons saw these slide pictures.

A little while ago, with the second volume coming out, Coca-Cola sent out 2,750 letters to run-of-mill names of purchasers of the first. They were asked how they liked the first book and if they'd want to have a second for a dime. Of these 1,252 replied and of that number 1,195 said they'd like the new volume. About 500 took the trouble to write long letters.

This year the book again carries 48 color plates showing flower arrangements plus a group of new Coca-Cola arrangement pictures. Some say that the latter are very pretty pages, too. If you haven't seen the book and want to know just how neat a job can be accomplished in flower arrangement, when touched by an expert, shoot a dime to Atlanta.

Pictures and advertising are both by D'Arcy Advertising Co., Inc., St. Louis.

# Fort Worth Gets \$10,000,000 Aircraft Plant Consolidated Bomber Assembly Plant Pay Roll Will Be About \$500,000 Weekly

## FACTS ABOUT THE NEW PLANT:

- It is part of an expansion program of Consolidated Aircraft Corporation and will be built by U. S. Army engineers. A railroad spur and multiple-lane highway will be built to the plant site. Several thousand men will be employed in the construction.
- It will employ from 12,000 to 15,000 aircraft workers and four-motored bombers of the newest type, costing \$400,000 each will be turned out at a rate of 50 monthly.
- Buildings and hangars will cover about 1,600,000 square feet, on a site of 1,200 acres.
- The airport to be built in connection with the plant will have among the longest runways in the U. S. Seaplane takeoffs will be possible from Lake Worth.
- Experts foresee a 100,000 population gain for Fort Worth with the coming of the plant.
- Advertisers in The Star-Telegram will benefit from the twenty-six million-dollar annual payroll of the new aircraft plant and also from those of allied industries that will come with it.

## This Year—Test in Texas

In 1941, pick the strong Fort Worth trading area (\$455,520,000 in retail sales in 1939) for testing. Tell your story to Texas' largest newspaper audience and you can count on dealer and jobber support. They know Star-Telegram advertising moves merchandise off their shelves.

REACH FORT WORTH AND WEST TEXAS WITH THE

## FORT WORTH STAR-TELEGRAM

MORNING

EVENING

SUNDAY

AMON G. CARTER, Publisher

Bush Jones, Nat'l Adv. Mgr.

175,175 Daily — 132,471 Sunday

(ABC Audit Report, 12 Months Ending March 31, 1940)

LARGEST CIRCULATION IN TEXAS

# \$96,453,603\*



## DID YOU GET WHAT YOU WANTED?

That string of boxcar figures represents what advertisers spent for *time alone* on three major radio networks during 1940. When the figures for 1941 are in they'll probably be as big—or bigger. Some of 1941's expenditure will turn into sound investment. Some will have to be written off as speculations that turned into duds.

You can do a sounder job of selling over the air if your programs are Ross Federal tested. By knowing, day by day, who hears your program, who knows what you are selling, by knowing how many listeners become buyers—and WHY, you can get rid of the

bugbear of hit-or-miss spending and really make radio work for you.

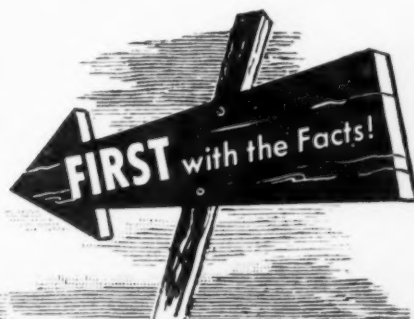
Ross Federal Research coincidental surveys will measure the size of your radio audience quickly and accurately in any American community. Ross Federal personal interview studies will speedily measure how effectively your radio advertising is converting listeners into purchasers. A complete study of your radio market—planned the Ross Federal way—will give you the facts you need to protect your investment in radio advertising.

Get in touch with a Ross Federal Research man today. Let him help you plan for '41.

\*The amount advertisers paid for time alone on three major networks during 1940. Figures from Broadcasting, Jan. 20.

## ROSS FEDERAL RESEARCH CORPORATION • 18 EAST 48th STREET • NEW YORK

Boston	New Haven	Albany	Buffalo	Philadelphia	Pittsburgh	Cleveland
Cincinnati	Washington	Charlotte	Memphis	Atlanta	New Orleans	Detroit
Chicago	Milwaukee	Minneapolis	Des Moines	Kansas City	Indianapolis	
Omaha	St. Louis	Dallas	Oklahoma City	Los Angeles	San Francisco	
Portland	Seattle	Salt Lake City	Denver			





## New Shapes for Ads

Last October, the *American Magazine* set out to "smash the 'sacred square' for advertising's creative men, . . . for those men in advertising who enjoy taking a long stride ahead in the stirring-up of sales"—with the announcement of five new advertising shapes.

These were named the ZigZag Spread, Strip Spread, Horizontal Page, Animated Spread and Bookmark Third Cover.

The ZigZag Spread is roughly in the form of a "Z." It may be right-side-up or upside-down, in bleed or non-bleed, across two pages. One form is one-third page horizontal at the top of the left-hand page and one-third page at the bottom of the facing right-hand page, connected by a vertical column on either side of the gutter, totaling a page of space. In reverse, the ZigZag starts horizontally at the bottom of the left-hand page and ends horizontally at the top of the right-hand page. Either is the equivalent of one page. It may also be used with a double-column vertical, to make the entire space the equivalent of one and one-ninth pages.

The Strip Spread, "especially designed for progressive action copy," may be in the form of two separated one-fourth pages run horizontally across the tops and bottom of two facing editorial pages, with bleed in the gutter, and editorial material between. . . . The Horizontal Spread is two horizontal one-half pages run across the bottom half of facing pages, with bleed to the bottom and side margins and across the gutter.

### "Action in Advertising"

*American Magazine* describes the Animated Spread as "action in advertising, and the reader takes part in the action." On two facing pages, the ad covers the top one-third of one and the bottom one-third of the other. Inserted between them is a vertical one-half page with advertising copy on both sides. This one-half page "provides the action—demonstration—when turned by the reader." It is really a bound-in half-page and not half of a full-page. Total space for this layout—which might be said to "dominate" four pages—is one and two-thirds pages.

Also unusual—from both reader-visibility and magazine layout standpoints—is the Bookmark Third Cover. The third cover is extended a half-page wider and folded in as a flap. On the outside of the flap is printed the magazine's table of contents. When unfolded, it forms, inside, part of the third cover advertisement, one and one-half pages in width. The flap is a bookmark for the reader. *American Magazine* is said to be "picked up 9.9 times by 5,500,000 readers, each averaging eight reading hours." Which means that this ad would be seen empty-ump million times. The Bookmark is folded in fractionally, so that it will not be mutilated when the magazine is trimmed in production.

All the shapes are available in black and white, one color and black, and four colors,

except the Bookmark Third Cover, which is sold in four colors only.

They were developed by the *American's* staff, with their consultant Norman Bel Geddes. The *American* people decided to do their bit to make the advertising pages as "exciting, attractive and beautiful" as the "art presentation of its editorial pages." They also thought that advertisers would appreciate a bit more flexibility in showing their wares in its pages.

First of the shapes to be promoted was ZigZag Spreads. Four variations of them were presented, with mechanical requirements and dimension tissue sheets, in a brochure. Additional tissue sheets were offered. The layouts showed soups, soda, stockings and motor oil, around reading matter, in the process of being used.

First "ZigZag" advertiser was Studebaker Champion car (Roche, Williams & Cunyngnam), in the December issue. In the January issue, Studebaker appeared again. Other ZigZaggers in this issue were National's "Four-Most" whiskies (Arthur Kudner, Inc.) and California Wine Advisory Board (J. Walter Thompson.) In the February issue, Matson Line (Bowman, Deute, Cummings) presents some of the pleasures of Hawaii, in inverted ZigZag form.

The March issue will carry no less than six ZigZags. I. E. S. Lamps (Foster & Davies) uses the equivalent of one page in two colors; Greyhound Lines (Beaumont & Hohman), a page and one-ninth in four colors. Two agencies of Kraft Cheese Co. get together to promote different products, separately but together. These are Velveeta cheese spread, through J. Walter Thompson, and Parkay margarine, through Needham, Louis & Brorby. Other ZigZags in this issue are for Studebaker, Budweiser beer (D'Arcy Advertising Co.), and Oregon State Highway Association (Botsford, Constantine & Gardner.) All of these are four-color. The Budweiser ad goes to one page and one-ninth. Oregon works out an attractive blending of sea and land attractions.

Thus the ZigZag has attracted already advertisers of automotive and electrical products, beer, liquor and wine, foods and travel.

Promotion is now getting under way for the Strip Spread and Horizontal Page. Layouts for mythical cereals and cosmetics, motor cars and typewriters, will appear in conventional page size with Horizontal Page opposite.

"An added eye for advertising" is the catch-line for all the shapes.

The first Animated Spread is being used by Electric Auto-Lite Co., through Ruthrauff & Ryan, to introduce the new Plug-Chek for Auto-Lite spark plugs. This will appear in the March issue, to be published February 5. A blow-up of this Animated Spread was shown by Auto-Lite at the recent Automotive Parts Show in Chicago.

The *American* believes that a lot more advertisers this year will take advantage of these "new opportunities for advertising."

## Newspaper News

With a rise of 4% in December, from December, 1939, newspaper lineage in 52 cities measured by Media Records showed a gain of 2% for the year 1940. Newspaper lineage was down about one-third from the 1929 peak, but except for 1936 and 1937, still was at its highest level since 1931.

The best major lineage group in 1940 was automotive, up 17.7%. Classified was up 4% and retail up 1.3% for the year. General (national), however, was down 1.7 and financial down 4.4. In December general was off 4.5, but all the other major groups were up, and were better than their year's trend figures would indicate. Retail, for example, moved forward nearly three times as fast and classified more than twice as fast in December, as for the year as a whole.

The New Orleans *Morning Tribune*, published by the Item Co. there for 16 years, has been merged with the New Orleans *Item*, afternoon newspaper.

Howard W. Roper, New York *Daily News*, has been elected president and James G. Fernald, New York *Herald Tribune*, secretary-treasurer of the New York Promotion and Research Managers Association.



(Left) Hal J. Fletcher, associate business manager, N.Y. *World-Telegram*.



(Right) Fred R. Williamson the *World-Telegram's* new advertising director.

The New York *World-Telegram* has promoted Hal J. Fletcher, advertising director since 1927, to the newly-created post of associate business manager. Fred R. Williamson becomes advertising director. Local advertising is divided into two sections, with Richard Murray department store advertising manager, and Charles I. Schwat advertising manager for other stores. Monroe Gensler becomes classified advertising manager.

Jack Foster, Jr., has been named editor and H. W. Hailey business manager of the Denver *Rocky Mountain News*. . . . A. L. Houser is now business manager of the San Francisco *News*. . . . Cleon Yohe, formerly promotion manager for Lancaster Newspapers, Inc., Lancaster, Pa., joins Kelly-Smith Co., newspaper representatives, at their New York office to handle promotion for their seven offices—New York, Philadelphia, Boston, Chicago, Detroit, Atlanta and Kansas City. . . . Joseph G. Gavin, New England manager of Small, Brewer & Kent, newspaper representatives, has been named a vice-president of that organization.

Miss Nancy Sasser, who conducts a weekly shopping column in the Raleigh

## SALES MANAGEMENT

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Times, has signed a score of Sunday newspapers for a sponsored weekly column, "Around the Town with Shop Scout." The column will be written from facts submitted to Miss Sasser by advertisers. Some papers scheduled for it are the New York Times, Boston Post, Philadelphia Inquirer, Washington Star, Pittsburgh Press, Cleveland Plain Dealer and Detroit Free Press.

Nine newspapers have formed the Mississippi Dailies, "to supply authoritative information on the Mississippi market, and to cooperate in every way with advertisers." Members are the Biloxi-Gulfport Herald, Clarksdale Register, Corinth Journal, Greenville Delta Democrat-Times, Greenwood Commonwealth, Grenada Star, Laurel Leader-Call, McComb Enterprise, Vicksburg Post and Herald. Each paper will be sold at its individual rate. Mississippi Dailies, with headquarters in Memphis, Tenn., is affiliated with Mid-South Dailies and Arkansas Dailies, Inc., and has representatives in New York, Chicago, Detroit and Oklahoma City.

At its annual meeting in New York on January 16, the National Retail Dry Goods Association presented a bronze plaque to the St. Louis Globe-Democrat for an ad titled, "A Salute to the Retailer—Purchasing Agent for the Public," which the paper ran in connection with the National Retail Demonstration observed in 300 cities last September.

The St. Louis Post-Dispatch has released findings in a detailed "Study of 6,052 Women in the Home," conducted by Anfenger Advertising Agency, and covering department store buying, newspaper reading and advertising reading habits.

Louisville Courier-Journal, Atlanta Journal and Miami News have formed the Roto-Trio, a rotogravure test group, offering additional discounts when the papers are bought in combinations of two or more. The advertiser may make his own combinations. Roto-Trio will be represented by the Branham Co., for the Courier-Journal and Sawyer-Ferguson-Walker Co., for the Journal and the News.

## Magazine News

The new year has brought a big crop of claims and analyses from and about magazines as to what happened to their advertising volume in 1940. . . . Although Life gained in lineage, and was ahead of the Saturday Evening Post on this basis in the last two months, the Post continued first among the national weeklies for the year. . . . Ladies' Home Journal claimed, among other things, "largest circulation of any magazine in America" and "greatest advertising increases . . . of any magazine in its field." . . . Mademoiselle moved up in advertising standing, and to 400,000 in circulation. . . . Vogue was still first among the women's books in lineage, and Fortune among the general monthlies.

The Country Gentleman introduces "modernized" typography, art treatment, cover, and editorial improvements, including three new features. John Funk is now art director and Arthur W. Baum associate editor, under Ben Hibbs, recently appointed editor.

Robert W. Carnahan is now eastern advertising manager of Your Charm, formerly Picture Play. . . . Gerald H. Cox Jr., becomes advertising manager of Your Sport, New York. . . . B. Bernard Robert is named

advertising director of City Life, to be published by the Executive Woman's Association, New York, for club, executive and professional women. . . . Hadwin H. Richardson, Chicago, becomes western representative of Harper's Magazine. He continues as western advertising director of Atlantic Monthly. . . . Mary Howard Ellison becomes advertising manager of the Nation.

Andrew Mawhinney has been named promotion and research manager of the New Yorker. William E. Riegel, former research manager, is now a member of the sales staff.

The Prairie Farmer, Chicago, published this month a 196-page centennial issue, covering "A Century of Progress" in agriculture. "Through good times and bad, wars and panics, the Prairie Farmer has . . . never missed an issue." One or two advertisers in the issue, devoted to the

transition from the early "settling" to power farming and chemurgy, are older even than the magazine. Among these are International Harvester and John Deere.

McCall's, Ladies' Home Journal and Woman's Home Companion are shortening closing dates for advertising, and are changing publication dates gradually in the next few months. Starting with July issues, McCall's will appear on the first of the month of date of issue, and the Companion on the 20th and the Journal on the 27th of the month preceding date of issue.

George E. O'Connor, formerly of Macfadden Publications, has joined Southern Agriculturalist, at the New York office, as promotion and research manager.

Periodical Publishers Service Bureau has transferred its main office from New York to Sandusky, Ohio.

Who reads your newspaper advertising in  
**FORT MITCHELL, PARK HILLS,  
FORT THOMAS and SOUTHGATE?**

FORT MITCHELL



PARK HILLS



SOUTHGATE



FORT THOMAS



**RESEARCH STUDY**  
No. 8-35  
August, 1940  
CERTIFIED  
ALL FIGURES  
REPORTED AS  
FOUND  
ROSS FEDERAL RESEARCH CORPORATION

The Ross Federal Research Corporation recently talked to more than 4% of ALL families living in Fort Mitchell, Park Hills, Fort Thomas and Southgate, Kentucky.

Asked "In what ONE Cincinnati newspaper do you pay the most attention to advertising?" . . . 56% of those who expressed a definite preference for ONE paper said "Times-Star," as compared with only 18% for the other evening paper, 20% for the Sunday and 6% for the morning paper.

MORE EVIDENCE that the Times-Star's LARGEST daily circulation in the rich, \$300,000,000 Cincinnati Trading Area blankets able-to-buy families with greatest selling efficiency.

Part of a detailed study covering a total of 58 sections of Metropolitan Cincinnati, available to advertisers FREE upon request.

## CINCINNATI TIMES-STAR

HULBERT TAFT, President and Editor-in-Chief  
Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh  
60 East Forty-second Street.

CHICAGO: Kellogg M. Patterson  
333 North Michigan Avenue.

# NOW IT CAN BE SOLD

For the first time in history, deposits in Detroit Banks totaled more than one billion dollars on December 31, 1940. This is an increase of 26 percent over the 1939 year-end and 217 Million Dollars more than the peak total in 1929. Every dollar in Detroit has a turnover of nearly 12 times a year. A rate of velocity that means USE and SALES. Detroiters don't HOARD they SPEND.

Commercial Loans, discounts and mortgages increased 22 percent.

Investments in securities are up 83 percent.

Government securities, 11 percent.

You can sell in Detroit right now. You can speed the upward surge of your sales by aggressively going after a share of this business with adequate advertising in The Detroit Free Press.

Detroit's morning market is the easiest and least expensive to sell and the Free Press is the only newspaper to reach it.

Circulation—322,683.

## Detroit Free Press

On Guard for Over a Century

John B. Woodward, Inc.,  
National Representatives

Member Metropolitan Sunday Newspapers, Inc.



(Left) Harold F. Clark, Good Housekeeping promotion manager.



(Right) Herbert G. Drake, new promotion manager of True Story.

Herbert G. Drake has been appointed promotion manager of *True Story*. Formerly assistant promotion manager, Mr. Drake succeeds Harold F. Clark, who is now promotion manager of *Good Housekeeping*.

*United States News* has opened an office in Cleveland, in the Bulkeley building, in charge of Chet Bokelund. . . . Elkin Kaufman has resigned as sales promotion manager of *Esquire*. . . . Paul Rand has resigned as art director of *Esquire* and *Apparel Arts*, New York office.

*Ladies' Home Journal* has appointed Paul J. Kingsley and Milton J. Peek as head of the advertising staff, respectively, in its New York and Philadelphia office. Charles R. Kimbell now heads the Philadelphia advertising staff of the *Country Gentleman*. . . . T. L. Brantly, advertising director, and Arthur H. Motley, executive staff member, have been named vice-presidents of Crowell-Collier Publishing Co. . . . Alfred R. Pastel becomes vice-president in charge of sales of *Esquire*, succeeding William H. Weintraub, resigned.



Paul J. Kingsley (left) and Milton J. Peek (right), heads, respectively, of the New York and Philadelphia advertising staffs of *Ladies' Home Journal*.



Charles R. Kimbell, head of the Philadelphia advertising staff of *Country Gentleman*.

## Radio News

Both CBS and NBC Red claim leadership among the networks as the result of 1940 showings. . . . CBS says "advertisers invested more money for CBS facilities in 1940 than for any other network. . . . more than was ever before invested in any network. . . . And in 1940, more of the 100 largest U. S. advertisers chose CBS than any other network. . . . for the seventh consecutive year." This, says CBS, was due, among other things to "the strongest 'all-day' schedule in network history" and to "more 50,000-watt U. S. stations than any other network."

NBC Red points out that it was "first in listening audience—both day and night—every month in 1940. . . . by program ratings, month by month. . . . by listener vote. . . . by leading programs. . . . by investment of the highest advertisers." NBC Red adds that it leads all other networks. . . . for the 13th consecutive year.

Procter & Gamble continued first among NBC and CBS advertisers last year, with an expenditure of \$10,999,416. Then came General Foods, \$5,887,349; Sterling Products, \$5,875,826; Colgate-Palmolive-Peet, \$4,334,222; Campbell Soup, \$4,044,389. . . . These five advertisers, with combined network expenditures of \$31,141,202, represented more than one-third of the total expenditures of \$91,688,549 by all advertisers on these networks in 1940. . . . P. & G. led on NBC, General Foods on CBS.

Cooperative Analysis of Broadcasting reported that audiences of 175 programs in January averaged 14% larger than January, 1940—with musical programs holding their ratio to non-musical. Evening programs gained 11%, daytime 22%. . . . WCAU, Philadelphia, ran a large newspaper ad to point out that—despite the advent of non-ASCAP policy for many stations—"good music fills the air."

Nineteenth annual convention of National Association of Broadcasters will be held at the New Jefferson Hotel, St. Louis, May 12-15. NAB now embraces 502 of the country's 832 stations.

KYW, Philadelphia, went to 50,000 watts January 17. . . . WABY, Albany, has joined Mutual Broadcasting System. . . . WOC, Davenport, Iowa, will become a member of the NBC Basic Blue March 16. . . . WPTF, Raleigh, will go to 50,000 watts about February 15.

A new discount policy, ranging from 2½ to 12½% on weekly gross billings has been launched by the NBC Pacific Coast Regional Blue network for advertisers using this network for 13 or more consecutive weeks.

George R. Dunham, Jr., has become promotion supervisor in New York for CBS-operated stations, succeeding Jerome Sill, now in charge of a new station service division for CBS affiliates. Mr. Dunham has been promotion manager of WEEI, Boston.

Applications for commercial frequency modulation radio stations recently have been granted to CBS, New York, and Chicago; Muzak Corporation, New York, and the City of New York; Major Edwin H. Armstrong, Alpine, N. J., inventor of the FM system; WJJD, Inc., Chicago, and Westinghouse Radio Stations, Inc., Pittsburgh.

SALES MANAGEMENT



New manager of KDKA, James B. Rock.

Bachrach

James B. Rock has been named manager of Westinghouse Station KDKA, Pittsburgh, succeeding Major John A. Holman, now in the Army.

Arch H. Robb is now manager of WIOD, Miami. Formerly with WHIO, Dayton, and WHBF, Rock Island, Mr. Robb replaces Martin Wales, who has joined WKAT, Miami Beach.



Arch Robb goes to WIOD as manager.

"To facilitate wider and more effective utilization" of its "School of the Air" program throughout this hemisphere, CBS will hold the first international conference of "School of the Air of the Americas" in Atlantic City and New York City February 27-March 1.

Edward J. Noble, new owner of WMCA, New York, announces that Donald S. Shaw will continue as president and general manager, with Leslie Evan Roberts and John F. Curtiss assisting him, without specific title.

Business Paper News

Winners in the 1940 annual advertising awards competition sponsored by Advertising & Selling will be announced at a dinner in New York February 13. Henry Eckhardt, Kenyon & Eckhardt, is awards chairman, and John Caples, Batten, Barton, Durstine & Osborn, jury chairman.

William F. Brooks, from the Associated Press, becomes managing editor of Forbes, and Ewing Hutchinson Co., Chicago, is now western representative. Richard E. McGraw is named manager of Radio & Television Retailing, succeeding Lee Robinson, who will do executive work on other McGraw-Hill publications.

The Spice Mill, New York, appears with cinnamon-scented ink. Reflecting increased activity in the food industry, Canning Age, New York, carried 50% more advertising in the January issue than in that of January, 1940.

Architectural Record had an advertising lineage gain of 64% in the January issue, from that of January, 1940. The Record recognizes its fiftieth anniversary with a new cover and format. Published throughout its history by F. W. Dodge Corp., it has a circulation of 18,000, mostly to architects.

Other Media News

H. C. Cattrell has been elected vice-president of Artkraft Sign Co., Lima, Ohio. He continues to serve as general manager.

Associated Sales Co., Detroit, has appointed H. G. Christensen vice-president. He will be in charge of the motion picture department and will serve as manager of the New York office, just opened. Mr. Christensen formerly was president of West Coast Sound Studios in New York.

J. A. Maurer, Inc., New York, has been formed to produce and service professional 16mm. sound motion picture equipment. The new company takes over the assets and business of Berndt-Maurer Corp., and

will manufacture the Sound-Pro camera, B-M sound recording system and B-M 35mm. sound recording galvanometer units as previously. John A. Maurer is president; William H. Offenhauser, Jr., vice-president; Frank Hargrove, sales and advertising manager.

Canada Coverage

Association of Canadian Advertisers, Toronto, has published the 1940 edition of "Analysis of Circulation: Canadian Publications," otherwise known as the A.C.A. "Blue Book."

The book contains detailed analyses of Canadian newspapers, magazines, weekend and weekly newspapers, farm papers, radio and posters.

What 10 New Display Advertisers Indicate

Ten new display advertisers for the February issue of Popular Mechanics was not an unusual occurrence. But two facts did stand out. The advertisements averaged larger than "first" advertisements of the past year. And the varied appeals were aimed at men's interests in their work, their homes and their hobbies.

- One advertiser offered a course in industrial plastic working and another advertised sheets of plastics to home workshop enthusiasts.
Two advertised automotive products—a piston ring and a fender guard.
Three featured home products—seeds, lawn ornaments and poultry.
Two offered business opportunities.
The tenth announced awards to be given foremen and workmen for new ideas and devices that will contribute most to speeding up America's Defense Program.
These new advertisers—along with two hundred seventy-three other display advertisers in the issue who had used Popular Mechanics before February—sense the rising importance of the mechanically-minded and mechanically-skilled man market. They know, too, that it's a good advertising buy when they can reach six hundred thousand of these men who pay full subscription and newsstand prices for a 25-cent magazine and can reach them for less than \$1.50 per page per thousand whether they use one page or twelve.

POPULAR MECHANICS Magazine

200 East Ontario St., Chicago • New York • Detroit • Columbus



### Thirty Years of "Advertising Well Directed"

This month Campbell-Ewald Co. celebrates the thirtieth anniversary of its incorporation and, as Detroit's oldest advertising agency, looks back on a growth closely paralleling that of the city's major industry, the automobile business.

Founded in 1911 by Henry T. Ewald and Frank J. Campbell, the agency which for 30 years has held as its motto "Advertising Well Directed" has been headed since 1917 by Mr. Ewald. Each year since he became president the agency's annual billings have averaged more than \$10,000,000, in spite of the fact that the million-dollar-mark was not reached for several years after the company was founded.

The growth of the agency in its first decade was normal, but in the decade starting with 1920 it became almost phenomenal. Business and industry—with the automobile industry in the forefront—were driving to a peak, and the Campbell-Ewald Co. climbed with industry. Personnel doubled and tripled, new departments were organized (Campbell-Ewald claims the first agency research department in Detroit), headquarters were moved to the General Motors building where the agency now occupies an acre of floor space. Branch offices are also located in principal cities of the country.

In 1922 the Chevrolet account came to Campbell-Ewald. Still serviced by the agency, Chevrolet, Campbell-Ewald claims, is the largest single advertising account in the world. Other General Motors divisions followed, and today the agency handles GM's Delco Brake and Delco-Remy divisions, General Motors Acceptance Corp., General Motors Building division and the institutional advertising of the parent company.

There are other types of accounts, too, in the house: Adding and computing machines, banks, transportation lines, footwear, luggage, golf balls, rubber sundries, bathing suits, household and medical products, clothing, dairy products, beer. The agency's first client, Hyatt Bearings Co., is still with it.

"Probably the corner-stone of the growth of this organization is based on the philosophy of Mr. Ewald that an advertising agency's function is to do anything and everything that may be done legitimately to

sell more of the clients' merchandise," a spokesman for the agency said. "Ideas and a plusage of service—these are the two thoughts that have continually permeated the personnel of the agency since its founding."

Born 55 years ago of parents in modest circumstances, Henry Ewald sold newspapers, worked as a messenger boy in a department store and quit school to become assistant auditor at the D. & C. Navigation Co. at the age of 14, advertising manager several years later. Twenty-eight years after he left school, he received an honorary high school diploma.

At 20 he convinced other Detroit advertising men that they needed to organize and thus became founder of the Detroit Adcraft Club. Five years later he and Frank Campbell set out on their own with the advertising agency that now bears their names. Mr. Campbell resigned the year Mr. Ewald became president.

For many years Mr. Ewald has been active in the work of the American Association of Advertising Agencies, acting as chairman of many of its committees and as chairman of the board of the organization.

He was an early member of the National Outdoor Advertising Bureau and now heads that organization as chairman of the board. He is also a director of the Traffic Aud't Bureau and has served as a director of the Advertising Federation of America.

### Eight Agencies to Place Wrigley Car Cards

Appointing eight advertising agencies to handle its transportation advertising, Wm. Wrigley Jr. Co. announced last week its agreement with the new policy of National Transitads, Inc., to accept advertising only through recognized agencies and to allow full 15% agency commission. Agencies appointed are Aitkin-Kynett, Philadelphia; Lake-Spiro-Shurman, Chicago; J. Walter Thompson, New York; Joseph Katz, Baltimore; Arthur Meyerhoff & Co., Chicago; Fitzgerald Advertising Agency, New Orleans; Ruthrauff & Ryan, New York, and Eddy-Rucker-Nickels Co., Cambridge, Mass.

The agencies, the company pointed out, were selected to fit in with its program of localizing advertising and merchandising efforts. Previously Wrigley transportation advertising has been placed direct.

Commenting on the appointment, H. L. Webster, Wrigley ad mgr., said: "Now that transit advertising has been organized on a sound basis and a healthy spirit of co-operation has been established between buyer and seller, we feel that our efforts in this major field of advertising will be greatly benefited by the creative services of advertising agencies. We believe that agencies are in a better position to explore the many techniques being used so successfully in car card advertising and to produce copy and merchandising ideas that result from a thorough study and analysis of the medium. Transit advertising has always been the backbone of our advertising efforts, and now that the way has been cleared for a healthy participation by agencies we are confident that our results will be more satisfactory than ever."

These appointments bring the total number of agencies handling Wrigley business up to eleven, the other three being Frances Hopper Advertising Agency, which handles the company's magazine copy; Charles W. Wrigley, Inc., outdoor; and Vanderbie & Ruebens, special spot radio promotions.

### American Tobacco Co. Accounts Switch

Young & Rubicam, N. Y., last fortnight dropped two accounts of American Tobacco Co., Pall Mall cigarettes and Half-and-Half smoking tobacco, thereby ending a relationship which had lasted since the Summer of 1938. The agency gave no reasons for resigning the accounts, and the company lost no time in placing them elsewhere. Pall Mall went to Ruthrauff & Ryan; Half-and-Half to Lord & Thomas, which agency also handles American Tobacco Co.'s Lucky Strike business.

Pall Malls are manufactured by American Cigarette & Cigar Co., a subsidiary of American Tobacco Co.; Half-and-Half by the parent company. The American Cigarette & Cigar account which went to Ruthrauff & Ryan also includes Corona and International cigars.

### McCann-Erickson to Open Minneapolis Branch

Hutchinson Advertising Co., Minneapolis, will become the Minneapolis branch of McCann-Erickson, Inc., April 1, when the latter agency takes over the accounts and many of the personnel of the former. Head of the branch will be Merrill Hutchinson who will become a vice-president of McCann-Erickson.

During the time required for the establishment of the new office, members of the Hutchinson staff will continue to service its present clients: Pillsbury Flour Co., Northwestern National Life Insurance Co., Gluek Brewing Co., Twin City Savings and Loan Association, American Farm Machinery Co., and others.

### Agency Notes

Warwick & Legler, Inc., N. Y., has signed a stipulation with the Federal Trade Commission agreeing to cease misrepresentations in the advertising of Tangee lipstick on behalf of its client, George W. Luft Co. The client signed a separate stipulation last Fall.

The agency agrees not to disseminate advertisements representing that Tangee Theatrical lipstick ends a painted look, cannot make one look painted, contains no pigment or paint, that it was created at the request of America's most prominent actresses and that either Tangee lipstick or Theatrical lipstick is permanent.

SALES MANAGEMENT



**KOMA** 5000 watts day and night  
OKLAHOMA CITY'S CBS Station

FREE & PETERS, Inc., National Representatives

Charles K. Feinberg, former vice-president of A. W. Lewin Co., Newark, N. J., has opened his own advertising and publicity business in the same city.

The firm name of Boykin Advertising Agency, Delray, Fla., has been changed to Sterry-Boykin Agency. Leland Sterry recently joined the organization as a director.

Blackett-Sample-Hummert, Chicago, has divided its research department into three divisions. Robert F. Elrick has been appointed director of research; William Jost, Jr., director of merchandising and Carl E. Wolf, Jr., director of copy testing.

## Men and Jobs

Batten, Barton, Durstine & Osborn has announced the election of George I. Bushfield and Henry Bender of the New York office, and Henry H. Haupt of the Minneapolis office, as vice-presidents.

Leigh Crosby, until recently a vice-president of the Gardner Advertising Co., St. Louis, has joined Barton A. Stebbins Advertising Agency as head of the creative department in the agency's New York office. Mr. Crosby was at one time with Lord & Thomas in Los Angeles and more recently with Blackett-Sample-Hummert, Chicago.

Paul A. Werner, former vice-president of Briggs & Varley, Inc., New York, has joined Maxon, Inc., as account executive on Benson & Hedges and Continental Briar Pipe Co.



Paul A. Werner  
... joins Maxon

The American Association of Advertising Agencies recently appointed the following committee chairman: H. H. Kynett, partner, Aitkin-Kynett Co., Philadelphia, chairman of the national committee on newspapers; C. A. Greenlaw of McCann-Erickson, Inc., N. Y., chairman of the national committee on fiscal control; and Bruce Barton, president of BBDO, chairman of the program committee for the guest day session of the 1941 AAAA convention.

Ross Shattuck, Scott Faron and Miss Gwendolen Cheney have joined the staff of Ward Wheelock Co. Mr. Shattuck, who at one time was with J. Walter Thompson Co., will be art director and art buyer for both the New York and Philadelphia offices of the agency. Mr. Faron, former advertising and promotion manager of the Glass Container Association of America, has joined the agency's New York office. Miss Cheney, formerly with the copy department of Lord & Thomas and Benton & Bowles, has joined the New York copy staff.

C. H. Trapp has returned to Anfenger Advertising Agency, Inc., St. Louis, from which he resigned in 1926 to form his own agency.

United Service Advertising Agency, Newark, has appointed Alex Ruben as director of radio. Mr. Ruben was formerly promotion and merchandising manager of Radio Station KFWB, Hollywood.

William S. Herrington has resigned from Blackett-Sample-Hummert, Inc., Chicago, to join Leo Burnett Co., same city, as

director of research and marketing. Before joining B-S-H four years ago, Mr. Herrington was a member of the New York staff of J. Walter Thompson Co.

John H. Read, for the past four years assistant manager of Shellane Bottled Gas division of Shell Oil Co., has joined Mace Advertising Agency, Inc., Peoria, Ill., as an account executive.

Charles G. Wright, account executive with Federal Advertising Agency, Inc., New York, has been elected a vice-president.

Sheldon R. Coons, who resigned recently as executive vice-president of Lord & Thomas, N. Y., will open his own office as a general business counsel next month.

Lea H. Copeland, former vice-president of Mitchell-Faust Advertising Co., Chicago, has joined L. W. Ramsey Co., same city, as a vice-president.

Jack Thompson, formerly with Edward Petry and United Airlines, has joined the New York office of McCann-Erickson as assistant radio time buyer.

## Account Appointments

To: *Erwin, Wasey*, N. Y., the general magazine advertising of Air Express division, Railway Express Agency. . . . *Roche, Williams & Cunningham*, Chicago, C. A. Mosso Laboratories, Chicago, manufacturers of Oil-O-Sol. . . . *M. H. Hackett*, N. Y., Anchor Hocking Glass Corp. and Chatham Manufacturing Co., blanket manufacturers. . . . *Geare-Marston*, Philadelphia, Lehigh Portland Cement Co.

To: *Anfenger Advertising Agency*, St. Louis, Missouri Portland Cement Co. and Juvenile Shoe Corp. . . . *Lee-Stockman*, N. Y., Behr-Manning Corp., division of Norton Corp., abrasive manufacturers. . . . *Burns & Potter*, Chicago, Buell Manufacturing Co., makers of air horns and signals. . . . *O. S. Tyson*, N. Y., Watson-Stillman Co., manufacturers of hydraulic equipment and forged steel fittings. . . . *Brisacher, Davis*, San Francisco, Hiller Industries, Inc., manufacturers of miniature racing cars.

To: *Wendell P. Colton*, N. Y., James Flett Co., specialists in salvage materials. *Gardner Advertising*, St. Louis. *Koken Cos., Inc.*, makers of barber and beauty shop equipment. . . . *W. I. Tracy*, N. Y., Terry Candy Co. . . . *Wm. L. Diener*, Chicago, von Lengerke & Antoine, Chicago sporting goods store. . . . *Cory Snow*, Boston, Ciba, Inc., manufacturers of

dyestuffs. . . . *Leche & Leche*, Dallas, Figaro Co., originators of a liquified smoke-curing process for meats.

To: *J. W. Pepper*, N. Y., Mutual Benefit Life Insurance Co. . . . *Parker-Allston*, N. Y., J. Holmboe & Co., manufacturers of Gjetost, a Norwegian type goat cheese. . . . *Brown & Thomas*, N. Y., National Home Products, Inc., manufacturers of KM, an all-purpose washing powder. *Fuller & Smith & Ross*, Cleveland, Libbey-Owens-Ford Glass Co.

## How to Select Winning Men—

THIS NEW  
FREE  
BOOKLET



FILLED  
WITH VALUABLE  
FACTS

**REDUCE GUESS AND GAMBLE** with this accurate yardstick . . . for selecting and evaluating personnel. Find out the areas of strength and weakness . . . in individuals or in your organization . . . save time and money, avoid lost opportunities.

**NEW** booklet shown above "tells all" in everyday language . . . backs it up with interesting examples from users all over America. You owe it to yourself to keep posted on important developments in "The Use of Ability and Aptitude Testing in Business." Free to executives upon letterhead request.

## THE PERSONNEL INSTITUTE

225 N. Wabash Ave., Chicago, Ill.

## HOTEL LENNOX ST. LOUIS MEMO

Tell the Boss to stay at the  
Hotel Lennox in Saint Louis,  
Perfect service—grand food—down town  
—nearby parking—private bath—  
radio reception.

MONTREAL  
TORONTO  
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

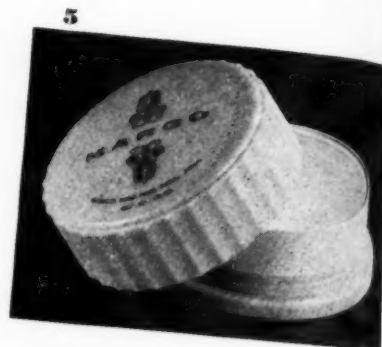
REGINA  
CALGARY  
EDMONTON  
VANCOUVER



## DESIGNING TO SELL



**1. & 2. Jewel Packages:** Redesigning the entire line of packages for the grocery products of Jewel Tea Co., Chicago, Arthur S. Allen Studios, N. Y., has simplified and emphasized the trademark by removing the mass of concentric circles that formerly surrounded it. Related products, such as coffee, tea, cookies, cereals, are packaged in similar cartons to establish family resemblance. New coffee packages (1) and old (left) and new bar soap packages (2) are pictured above.



**3. New Frigidaire:** Horizontal fluting on the door and storage bin of the 1941 Frigidaire M-6 is the distinguishing feature of the cabinet of this new model. This year Frigidaire division of General Motors Corp. has simplified its model set-up releasing nine less models than last year, to make available a more logical price range than previously has been possible."

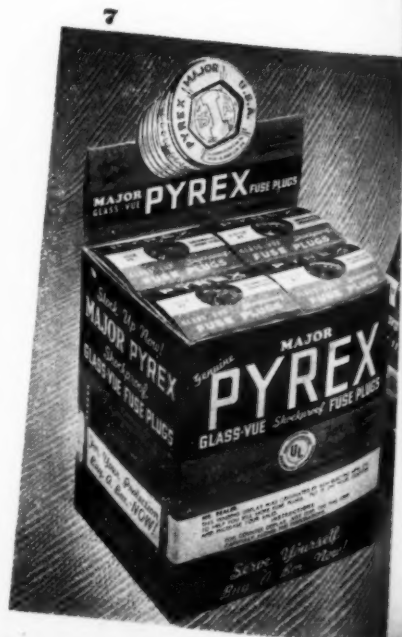
**4. "Presto Shelf":** Both Leonard and Kelvinator refrigerators, products of Kelvinator Division, Nash-Kelvinator Corp., boast the "presto shelf" in new models, enabling the housewife to make five different interior shelf arrangements. Kelvinator has also reduced its line, concentrating on eight models of that name, seven Leonards.



**5. & 6. Powder Boxes:** Elmo Sales Corp.'s Margo face powder container (5) has been constructed to eliminate a dressing table nuisance—that of cleaning up traces of powder that have sifted through the bottom of the box. Both base and screw cover are molded of shell-pink Plaskon by Norton Laboratories. Alix of Paris, fashion designer, and Horst, *Vogue* fashion photographer, created the package for Andrew Jerzen's Co.'s new face powder (6). The photograph of the three mannequins, representing the three dominant skin color types, is also being used in advertising and tie-up promotion for the product.



**7. Display Box:** Robert Gair Co., N. Y., designed and manufactured the new carton now being used by Gem Electric Mfg. Co. for Pyrex fuse plugs. Formerly packed in a closed carton, the product is now in a self-service display box.



**COPY . . . PACKAGE . . . PRODUCT . . .**

**THIS YEAR, DON'T GUESS . . .**

**PROVIDENCE  
IS TAILORED TO YOUR  
MEASURE!**

IN Sales Management's 3rd Ross Federal Survey to determine the most popular test cities in the U. S., 162 agency executives representing today's best informed sales and advertising opinion specified these factors as the important requisites of a good Test Market:



**ECONOMICAL . . .**

Good advertising coverage at a reasonable cost. *Providence* ✓

**REPRESENTATIVE . . .**

Cosmopolitans with average incomes and buying habits. *Providence* ✓

**COMPACT . . .**

Consumers and outlets massed for efficiency. *Providence* ✓

**DEPENDABLE . . .**

Buying power stabilized by diversified manufacturing. *Providence* ✓

**SELF-CONTAINED . . .**

A business economy unaffected by nearby markets. *Providence* ✓

**CO-OPERATIVE . . .**

Active participation by advertising media. *Providence* ✓

**TEST IT IN**

**PROVIDENCE**

**IT MEETS EVERY TEST FOR A TEST MARKET!**

**E**XPERIENCED advertising and sales executives agree that a package of 100,000 to 500,000 consumers represents the ideal test market. By two to one, newspapers are the favored media.

In this population class 60 cities are presumed to qualify. Providence ranks 7th on this list. It qualifies on **ECONOMY** with a single medium having a milline rate 8% lower than the average and 100% coverage of the 83,000 A. B. C. families.

Providence offers test advertisers the further advantages of facilities for testing split-run copy in black and white, color comics and Gravure.

Obviously a test city must also be **REPRESENTATIVE**: average buying power, buying habits, population characteristics. Here again Providence has no peers!

Of the 60 cities, 31 have family incomes below the average. In Providence, family income of \$3209 exceeds the 60-cities average by 4.3%; tops the New England-cities average by 5%; deviates from all cities in its own population class by only 0.7%.

Consider retail sales: in 36 of the 60 cities family retail sales fall below the average. In Providence, family purchases of \$1848 exceed the average by 10%. Lower-than-average drug store sales prevail in 45 out of 60 cities. Thirty are minus-markets in the sale of food.

Test campaigns in Providence reach a population 72.2% native white—the exact urban average—25% foreign born. These families represent typical economic and cultural groupings, racial and religious sympathies. And all have one common interest: the Evening Bulletin. Let's collaborate!

*Everybody reads the* **EVENING BULLETIN**  
*In New England's Second Largest Market!*

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta  
R. J. Bidwell Co. • San Francisco • Los Angeles



8

**8.** Eastman's Ektra: Eastman Kodak Co., Rochester, N. Y., hails its new 35 mm. Kodak Ektra as "the world's most distinguished camera." New features "never before available in any 35 mm. miniature camera, in this or any country" are included in the design which boasts six interchangeable lenses, interchangeable magazine backs which allow a switch from one type of film to another in the middle of a roll, precise range finder and other refinements. Covered in black morocco, the camera is available with either brush-finished or polished metal parts.

## DESIGNING TO SELL



9

**9.** All-over Design: Wm. Schollhorn Co., New Haven, Conn., studied packaging in the hardware field, "actually saw sales lost because of dull, unattractive packages that were hard to locate on dealers' shelves," then switched to the new package in which it is now marketing Bernard pliers and tools. The idea behind the new package was to make it easy to see even in semi-darkness, so the carton—in which six individual boxes are packed—is covered with bright orange paper imprinted with the trade-mark and product illustration in blue. The same design has been used on the cover of the Bernard catalog furnished dealers.

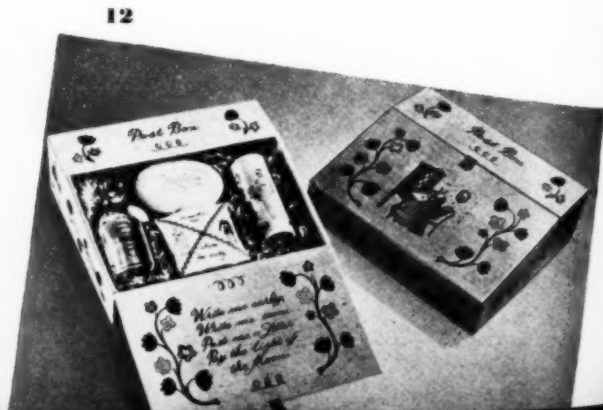
**10.** Early American: Blueberry and lemon marmalade reminiscent of New England, Jambalaya from New Orleans, scrapple from Philadelphia are among the early American savories which Cresco Co., Inc., N. Y., recently began to distribute. Each product is packed in its own individual container—crock, caddie, jar or bowl—then in cartons depicting colorful scenes in early American households. Robert Gair Co., N. Y., designed the cartons.

**11.** Dew-Aire: That's the name Standard Computing Scale Co., Detroit, has given to its new air conditioning device for home and commercial use. Small, compact and encased in a metal cabinet, the unit delivers heat in Winter, cold air in Summer, dehumidifies, circulates and filters the air. The company has established a new division to market the product and appointed Livingston-Porter-Hicks, Detroit, to prepare copy for a Spring campaign in newspapers and trade journals.

**12.** Post Box: Newest addition to Shulton, Inc.'s (N. Y.) family of Early American Old Spice Toiletries, is the post box, inspired —says Shulton—by the return of the art of letter writing. The package holds toilet water, soap and talcum, and a sachet decorated with red rick-rack braid and embroidered with the motto "Remember Me When Far Away."



10



12

Of course

It's another program  
produced by BROBUCK, Inc.



- Another trail blazed in the forward progress of sound slide-films.
- Another job of pioneering new uses for sound slide-films by the industrial picture industry's fastest-growing organization.

## WHAT DOES THIS MEAN TO YOU?

**M**AYBE you've spent plenty of money training salesmen.

But have you given any thought to the kind of a job being done by the men who must direct and supervise those salesmen?

Isn't it possible that your Sales Managers—or your dealers' Sales Managers—may be the bottleneck in your sales flow?

Get the Sales Manager squared away—get him working along more productive lines—and you'll break that bottleneck!

Oldsmobile found it so.

An inquiry will bring you a Brobuck representative who will be glad to discuss with you plans for a Sales Management Program built especially for your own particular business.

Write for the Brobuck "Check Sheet" covering 32 Vital Points that should be considered in a business film program—a helpful analysis form.

**BROBUCK**  
INCORPORATED

*Picturized Presentations*

NEW OFFICE  
120 E. 41st St.  
NEW YORK, N. Y.

15 E. BETHUNE AVENUE, DETROIT, MICHIGAN

NEW OFFICE  
Merchandise Mart  
CHICAGO, ILL.

SOUND SLIDE-FILMS — BUSINESS BUILDING PROGRAMS — MOTION PICTURES

FEBRUARY 1, 1941

[77]

## Holyoke shows 19 percent gain in check payments

Holyoke led 16 key New England cities in check payment increases in the first 11 months of 1940 as compared with the same period of 1939, according to the monthly review put out by the Federal Reserve Bank of Boston.

Check payments indicative of a high velocity of money in a community showed that Holyoke had stepped up its payments 19% during the 11 months and its closest competitor was Hartford with 16%.

Boston had only a percentage gain of 3½%, while Springfield's gain was 6 percent.

The review also reveals that Holyoke showed that 32 establishments had a 2.1 percent increase in the number of wage earners and a 1.4 percent increase in the amount of payrolls over November a year ago.

*(Reprinted from Holyoke Transcript-Telegram, Jan. 4, 1941).*

These Federal Reserve Bank of Boston figures check closely with the average 20% increase in business improvement predicted for Holyoke by Sales Management for the last six months of 1940.



Many sources of information tell advertiser prospects that Holyoke is a sure sales possibility.

Can we help to stimulate your sales? Full market details on request.

**TRANSCRIPT  
TELEGRAM**  
HOLYOKE MASS.

# Sales Management High-Spot Cities

Every month SALES MANAGEMENT, in an Income-Sales index, charts the business progress of 206 large cities. The ones shown in the following columns are those where, in the calendar month following, retail and industrial sales should show the greatest increases. Two index figures are given. The first measures the city's expected change in dollar volume of business as compared with the same month last year, while the second one relates that

city change to the expected national change.

Sales and advertising executives need to know that business next month in City A has an index of 105 or an expected gain of 5%—but they need to know more than that. If a campaign in City A brings an increase of 5% when the nation as a whole is up 9%, it means that City A is below par (if the national over-all increase is considered as par).

Suggested uses for this index:

- A guide for your branch and district managers
- Revising sales quotas
- Special advertising and promotion drives in spot cities
- Basis of letters for stimulating salesmen and forestalling their alibis
- Checking actual performance against potentials

*As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 206 cities. The price is \$1.00 a year.*

## Preferred Cities-of-the-Month

The following cities are ones where the expected Income-Sales change—for March vs. same period last year—should be a gain of 15% or more. The city's dollar volume of business in March last year equals 100.

Among the cities to have made noteworthy gains in their Income-Sales indexes during the past three months are Asheville, Tampa, Columbia, S. C., Hartford, Norfolk, San Diego and Spokane. So widespread is the upturn in business that as of today 90% of the cities which SALES MANAGEMENT studies each month clearly point to March business which will equal or exceed last year's figures.

Portsmouth	130	Jackson, Mich.	117
Columbus, Ga.	128	Flint	117
Reno	127	Chester	117
Detroit	125	Moline-Rock Is.	117
Columbus, S. C.	125	New Bedford	117
Newport News	125	Birmingham	116
South Bend	124	Mobile	116
Miami	121	Sacramento	116
Asheville	120	Waterbury	116
Warren	120	Rockford	116
San Diego	120	Tacoma	116
Tampa	120	Fargo	116
Hartford	119	East St. Louis	116
Hammond	119	Akron	116
Spokane	119	Canton	116
Norfolk	119	Cleveland	116
Dayton	118	Wichita Falls	116
Jacksonville	118	Kalamazoo	115
Holyoke	118	Toledo	115
Passaic	118	Greenville	115
Pittsburgh	118	Seattle	115

SALES MANAGEMENT



SNODGRASS: "What's up . . . pinning butterflies?"

O'TOOLE: "Butterflies HELL — It's prospects I'm pinning . . . millions of them . . . the nation's crawling with them — (poring over California) Hmm Los Angeles . . . Hmm I'm me see. Hmm (sticks pin in map with vengeance) Hmmm. (To Snodgrass, proudly) I just learned in a paper how to find them."

SNODGRASS: "Whadda ya do (Brightly) Chumm for 'em?"

O'TOOLE: (Distainfully) "Nnnnmasagggbbb. You just look up the towns where they're building planes and stuff for the defense bill. First you put in a pin . . . then you put ads in the towns where you've got pins . . . simple, isn't it?" (Turns gleefully back to pins — sticks in another)



SNODGRASS: "Simple! It's you that's simple. First place, plants don't make all the parts themselves . . . they split the orders up. Towns thousands of miles away may get half of the dough."

O'TOOLE: (Baffled) "Gee whiz — a thousand miles . . . come come."



SNODGRASS: "Yah — a thousand miles and sometimes there's 500 contracts in on a big job. Top of that ya don't make a battleship or a plane in a week. They may draw 50 tons of blue prints before they even start. When do you start advertising?"

O'TOOLE: (Dejectedly) "Then we don't get to make any extra sales of Uncle Billy's Heartburn Help."

SNODGRASS: "Sure we do. We just cover all the towns. The ones you've got pins in . . . the subcontract towns . . . and all the rest for good measure too. They get better business for their sausage factories."

O'TOOLE: (Brightening) "Y'A MEAN ALL WE DO IS GET COVERAGE!"



NATIONAL magazines penetrate all areas — the towns receiving direct appropriations for the actual construction of tanks, battleships and planes . . . subcontract towns — building machine tools, airplane parts and semi-finished parts. Consumer towns — important to advertisers too, for as increased paychecks are received by wage earners their personal family purchases stimulate towns manufacturing consumer lines. Thus, as O'Toole pointed out, to make the most of all the opportunities created by the spending of defense billions . . . it's necessary to cover all areas.

The extent of magazine penetration of these cities is largely governed by business conditions. For the newsstand proportion of magazine's circulation reacts sharply to improved spending power in each city. That's a natural reaction — for magazines, among all kinds of media, cost the consumer real money.

(15¢ in the case of True Story.) Moreover, the big studies made by Life and True Story indicate that magazines pass on from family to family after the original buyers finish reading them.

Some magazines pass on to a volume of new readers actually two-and-one-half times the number of original readers.

With huge volumes of passed-on effectiveness — as few as 5 big, divergently edited magazines reach as many as 3/4ths of the buyers of most national products!

True Story, of course, is invariably included in 5 magazine lists which can cover 3/4ths of markets, because of its direct appeal to Wage Earners — those families most readily affected by the defense plan. True Story's direct editorial appeal to Wage Earners gives it divergence from the coverages of the 10 other big national magazines.

## Income-Sales Index for All Cities Where Increases Are Expected in March

At request of a number of subscribers, SALES MANAGEMENT hereafter will show two index numbers for every city. The first, headed "City Index" is a straight comparison of the city's prospective Income-Sales in March with the same month last year . . . The second column, "City-National Index," relates the city change to the expected national change.

For March the expected income-sales gain is 8.4%, or an index number of 108.4.

Example: If a city has a "City Index" of 116, it forecasts a gain of 16% over its own Income-Sales total of March, 1940, but as the nationwide gain is 8.4%, the "City National Index" is 107 (116 divided by 108.4 = 107).

### We've stepped out of our class, perhaps

#### NEW ENGLAND'S



UNCLE SAM says we're 80th city, but if you think we're going to stay *that* humble, just listen!

▲ Sales Management says our expected income increase for March 1941 shows the most spectacular increase in the country, making us a 17% better market than in March 1940.

▲ Sales Management puts us No. 3 among the New England major markets, and the only leader whose index figure is increasing.

▲ Forbes Magazine rated us No. 2 in December.

▲ The Boston Federal Reserve Bank records the fact that we have the second largest increase in number of wage earners in Massachusetts—6.8%.

▲ —all this follows an increase in our industrial pay roll for 1940 of 14.6%, on top of a 1939 increase of 33.1%.

Don't we seem worth knowing?

**NEW BEDFORD**  
**Standard = Times**  
**MORNING MERCURY**



Represented Nationally by  
Gilman, Nicoll & Rushman

#### Middle Atlantic (Cont'd)

Buffalo	105	97
Elmira	105	97
Norristown	105	97
Wilkes-Barre	105	97
Poughkeepsie	104	96
Newark	104	96
New York	104	96
Rochester	103	95
Lancaster	100	93

#### South Atlantic

Portsmouth, Va.	130	120
Columbus, Ga.	128	118
Newport News	125	115
Columbia, S. C.	125	115
Miami	121	112
Tampa	120	111
Asheville	120	111
Norfolk	119	110
Jacksonville	118	109
Greenville	115	106
Roanoke	114	105
Atlanta	113	104
Wilmington	113	104
Charlotte	113	104
Charleston, S. C.	111	103
Durham	110	102
Baltimore	110	102
Washington, D. C.	109	101
Savannah	108	100
Winston-Salem	107	99
Greensboro	107	99
Charleston, W. Va.	107	99
Raleigh	106	98
Lynchburg	105	97
Huntington	104	96
Augusta, Ga.	104	96
Cumberland	103	95
Macon	102	94
Wheeling	100	93

#### East North Central

Detroit	125	115
South Bend	124	114
Warren	120	111
Hammond	119	110
Dayton	118	109
Jackson, Mich.	117	108
Flint	117	108
Moline-Rock Island	117	108
Rockford	116	107
East St. Louis	116	107
Akron	116	107
Canton	116	107
Cleveland	116	107
Toledo	115	106
Kalamazoo	115	106
Gary	114	105
Peoria	113	104
Lansing	113	104
Sheboygan	113	104
Springfield, O.	111	103
Hamilton	111	103
Lorain	111	103

#### New England

	City Index for March	City- National Index for March
Hartford	119	110
Holyoke	118	109
New Bedford	117	108
Waterbury	116	107
Bridgeport	113	104
Stamford	111	103
Manchester	111	103
Worcester	109	101
Fall River	109	101
Boston	108	100
New Haven	108	100
Providence	106	98
Burlington	105	97
Brockton	104	96
Springfield, Mass.	103	95
Lowell	102	94
Portland	100	93
Lynn	100	93

#### Middle Atlantic

Pittsburgh	118	109
Passaic	118	109
Chester	117	108
Albany-Troy		
Schenectady	114	105
Altoona	114	105
Harrisburg	113	104
Williamsport	111	103
Trenton	111	103
York	109	101
Jamestown	109	101
Erie	109	101
Johnstown	109	101
Philadelphia	108	100
Binghamton	107	99
Camden	107	99
Allentown	106	98
Reading	106	98
Jersey City	106	98
Syracuse	105	97

## for Sales Managers

When you're scheduling radio in Connecticut, remember that WDRC is the only Basic Columbia Station for miles around —with more than a million listeners. What a buy for you—at WDRC's rate! Write Wm. Malo, Commercial Mgr., for further information.

THE ADVERTISING TEST STATION IN  
THE ADVERTISING TEST CITY  
BASIC CBS, HARTFORD

# WDRC

CONNECTICUT'S PIONEER BROADCASTER

## East North Central (Cont'd)

Battle Creek	110	102
Springfield, Ill.	110	102
Terre Haute	110	102
Zanesville	110	102
Evansville	110	102
Aurora	109	101
Indianapolis	109	101
Elgin	109	101
LaCrosse	109	101
Lima	108	100
Youngstown	108	100
Quincy	108	100
Saginaw	108	100
Green Bay	108	100
Columbus, Ohio	107	99
Grand Rapids	107	99
Manitowoc	107	99
Bay City	106	98
Ft. Wayne	106	98
Chicago	106	98
Danville	105	97
Cincinnati	104	96
Milwaukee	104	96
Oshkosh	104	96
Superior	104	96
Champaign-Urbana	103	95
Steubenville	100	93

## East South Central

Birmingham	116	107
Mobile	116	107
Montgomery	111	103
Louisville	110	102
Knoxville	107	99
Memphis	106	98
Chattanooga	104	96
Jackson, Miss.	103	95
Nashville	103	95
Lexington	100	93

## West North Central

Fargo	116	107
Springfield, Mo.	113	104
Dubuque	113	104
Sioux City	111	103
Waterloo	111	103
Wichita	111	103
Davenport	110	102
Sioux Falls	108	100
Kansas City, Kan.	107	99
Des Moines	106	98
St. Paul	105	97
Omaha	104	96
St. Louis	103	95
Cedar Rapids	103	95
St. Joseph	102	94
Kansas City, Mo.	100	93

## West South Central

Wichita Falls	116	107
El Paso	111	103
San Antonio	110	102
Little Rock	109	101
Galveston	108	100
Pt. Arthur	107	99
Beaumont	106	98
Houston	106	98
Dallas	105	97
Tulsa	104	96
Waco	103	95
Ft. Worth	100	93

## Mountain

Reno	127	117
Albuquerque	113	104
Billings	109	101
Tucson	107	99
Boise	107	99
Ogden	105	97
Cheyenne	103	95
Salt Lake City	102	94

## Pacific

San Diego	120	111
Spokane	119	110
Tacoma	116	107
Sacramento	116	107

## Pacific (Cont'd)

Seattle	115	106
San Bernardino	110	102
Fresno	109	101
Long Beach	108	100
Los Angeles	108	100
Portland	107	99
Sacramento	107	99
Oakland	105	97
San Francisco	105	97
Stockton	100	93

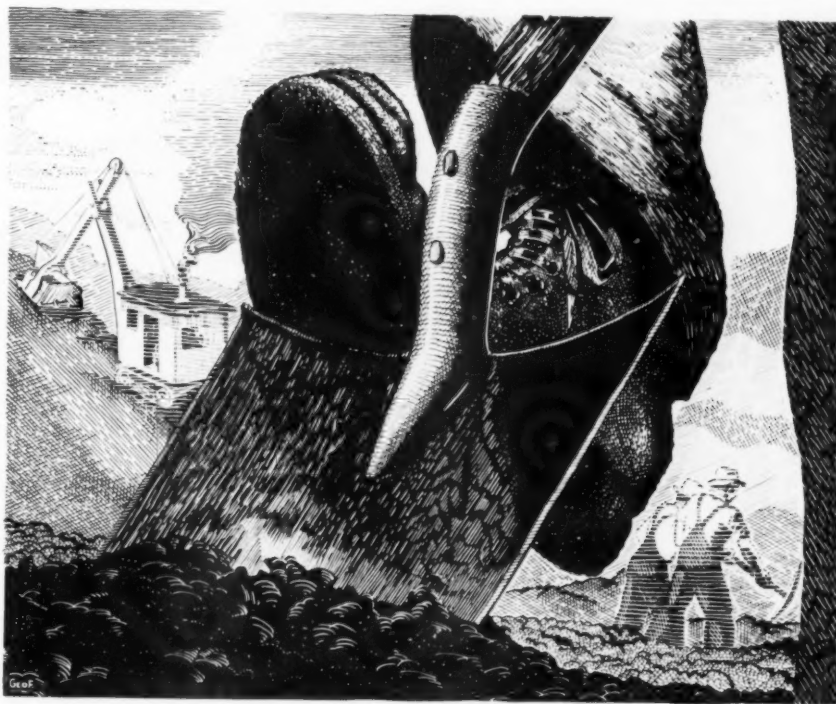
## Pontiac Motors Runs Big Advertising Drive

Pontiac Motors division of General Motors is currently using 2,500 newspapers, compared to 1,500 last year at this time, as the major element in a powerful advertising effort. Copy is

from 36 to 96 inches per insertion. Eleven farm papers and a large list of general magazines (with an estimated goal of 320,000,000 reader-impressions) are also on the schedule, according to W. J. Mougey, ad mgr.

"Newspaper advertising results won the unanimous acclaim of dealers attending our monthly merchandising meetings," he says. "Because the immediate impact of effective advertising is felt by dealers and their salesmen, it was decided to amplify and continue our newspaper schedule."

Beginning in the South, new Pontiac outdoor posters will spread gradually over the whole country. Eventually some 15,000 will be used. MacManus, John & Adams, Detroit, is the agency.



## ALABAMA DIGS IN FOR DEFENSE

Spade work will soon begin on the new powder and bag-loading plant at Childersburg, thirty miles, by paved highway, Southeast of Birmingham.

The plant, originally estimated as a forty-million-dollar project will, according to revised estimates, cost \$72,000,000.00.

Ten thousand men will be put to work immediately at the 28,000-acre site on construction work. 6,000 to 8,000 workers will be needed to operate the plant when it is completed.

In producing its daily capacity of 600,000 pounds of smokeless powder, the new plant will con-

sume daily products of other Alabama industries to the extent of 600,000 pounds of raw cotton, 120,000 pounds of lime, 300,000 pounds of ethyl alcohol, 750 tons of sodium nitrate, 60 million gallons of water, and more than 1,600 tons of coal!

This is only one of the many new industries and industrial expansions on schedule, under construction, or in production in Birmingham's True Retail Trading Zone.

Sell the whole of this growing, active, vital market with a single medium . . . The Birmingham News-Age-Herald.

**The Birmingham News**  **THE BIRMINGHAM AGE-HERALD**

"THE SOUTH'S GREATEST NEWSPAPERS"  
MORNING ★ EVENING ★ SUNDAY ★ ★ ★ OPERATING STATION WSGN

NATIONAL REPRESENTATIVES — KELLY-SMITH COMPANY

## Enjoy these Superb Facilities

NOT the largest Chicago hotel but the very newest—and talk about value—no other Chicago hotel can compare, dollar for dollar, with the ultra-modern facilities and service that keeps guests continually coming back to this fine hotel. Sparkling rooms and luxurious suites, each with tub and shower bath, circulating ice water and servitor. Three colorful dining rooms, including a popular-priced coffee shop. Ideal location in the center of things to do and a step from world-famous Michigan Boulevard.

ALLAN G. HURST  
Manager



**CALLING ALL TRAVELERS!**  
KEEP YOUR EXPENSES IN  
**BEACH'S**  
"Common Sense"  
**EXPENSE BOOKS**

Get them from your stationer or write to  
**Beach Publishing Co., Detroit, Mich.**  
7338 Woodward Avenue

**AMERICA'S No. 1 QUALITY  
GIFT-PREMIUM PRIZE**  
Plain or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often."  
Lights anywhere. Lifetime Guarantee.  
Write for PRICE LIST & FOLDER  
ZIPPO Mfg. Co., Box 15 Bradford, Pa.

**ZIPPO**  
Windproof LIGHTER

Reprints of  
**PICTOGRAPHS**  
In Booklet Form  
**\$1.00**

**SALES MANAGEMENT  
READERS' SERVICE DEPT.**  
420 Lexington Ave., New York City



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.**

### Methods of Enlisting Stockholder Support

Translating sales into the language and understanding of corporation stockholders has become a matter of primary importance these piping years of capitalistic soul-searching. And the progress along this line has become sufficiently noteworthy to bring not only feature articles in **SALES MANAGEMENT** and other business publications, but also researches into the rapidly changing technique of interpretive reports. Along that line, a new study has just been issued by the Policyholders Service Bureau of the Metropolitan Life Insurance Co., entitled "*The Annual Report to Stockholders*." A companion study, "*Improving Stockholder Relations*," is also available.

In the study on the annual report, the tremendous changes in the appearance as well as content of these publications is analyzed, with appearance changes such as the increased use of color, pictorial covers, charts, photographs, maps, drawings and increased attention to paper stock, typography and layout. Similar strides are noted in content, both text and financial statements. Two trends are noted in the financial statements—one towards simplification and one towards greater itemization. Some companies go so far as to present their reports in two sections, one a brief simplified account, and the other a detailed financial statement. Examples and illustrations of outstanding types of reports are given, and attention is called to the inclusion of such subjects as industrial relations, public relations, special problems, products, customers, and economic conditions.

The study on "*Improving Stockholder Relations*" is based on the practice of some 76 large companies, with stock widely held; and in addition, the opinions of stockholders themselves are included to round out the subject. Such items as welcome letters to new stockholders, invitations to visit exhibits and to place names on lists to receive company magazines, special booklets introducing company products, interim reports supplementing annual reports, and special letters, are discussed and illustrated.

Copies of the two reports are available to executives, on request to William J. Barrett, Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York, N. Y.

### Fair Trade Regulations on the Sins of Omission

To "reveal material facts, the deceptive concealment of which might cause consumers to be misled" is the criterion of the National Better Business Bureau on a question of advertising and selling policy which is always with us. In "*Non-dis-*

*closure as an Unfair Practice in Advertising and Selling*," a research bulletin recently issued by the Bureau, cases are cited, decisions stated which help to focus attention on this important phase of business-consumer relations. The amended Federal Trade Commission Act of 1938, having defined false advertising, goes on to deal directly with failure to disclose material facts in advertising, and concealment is found to be "unfair" and subject to the same penalties as the giving of false representation. Cases are briefly cited involving rebuilt typewriters, remade tires, remade telephone equipment, renaming motion picture films, made-over fur felt hats, mattress materials, simulation of container and simulation of product. Examples of industry rules, made to cope with this problem, are cited, in such fields as furs, preserves, rayons, silk, ribbon, mirrors, radio receiving sets, etc. Send requests to Division of Research, National Better Business Bureau, Inc., 405 Lexington Ave., New York, N. Y.

### Profits in Forms

If you have a "report" problem, need a lift over the mountains of paper work any big business seems to inspire, perhaps a bit of concentration on "*Manufacturing Profits*" will yield some suggestions. Prepared on the Mimeograph, by the Mimeograph organization, and based on studies involving hundreds of manufacturing organizations, it is a working catalog of forms which may be reproduced on the Mimeograph. Forms shown include those used in production, purchasing, service, shipping, personnel, financial and sales departments. They are suggestive rather than detailed. Requests to Edward Thompson, A. B. Dick Co., 720 W. Jackson Blvd., Chicago, Ill.

### Middletown Goes to School

In "*Middletown Goes to School*"—well illustrated booklet describing in detail the organization and services of the public school system of Muncie, Ind.—executives of firms even remotely interested in selling to the great school field of America will find a non-statistical introduction to this market. It presents the Muncie system, from kindergarten to teacher's college, from board of education and superintendent to janitor, as typical of the American public school world—a world of more than 26,000,000 pupils, of more than 893,000 teachers and executives, of yearly expenditures of over one billion dollars. Excellent photographic illustrations show all phases of the Muncie system, at work, with sufficient accompanying data to fill in the high lights, at least, of the program. Having noted this typical section of the market, you will also be interested in "*School Market Data*," detailed facts and figures on the national market. For either or both, requests to The Nation's Schools Publishing Co., 919 No. Michigan Ave., Chicago, Ill.

### Birmingham Speeds Defense

Among the areas where defense production means rapidly increased payrolls is Birmingham, bulging with projects for metal, textile, chemical and ammunition orders and plants. Steel plants and blast furnaces running at 97% of capacity, orders ahead to keep Birmingham and Alabama mills busy well into 1941, population up, money turning over rapidly—Birmingham is making hay, and tells the advertising world about it in a red, white and blue booklet, "*National Defense and the Birmingham District*." Better get a copy, and become up to date on that market. Requests to Harry W. Hoile, Birmingham News and Age-Herald, Birmingham, Ala.

**SALES MANAGEMENT**

## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance  
Must Accompany Order. Classified  
Rates: 50c a line of seven words,  
minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS.** \$2,500 to \$25,000. This thoroughly organized advertising service of 31 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

**EXECUTIVE POSITIONS**—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

**EXECUTIVES \$2,400 — \$25,000** — This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. IIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

### EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

HARRY F. JEPSON & ASSOCIATES  
LAND BANK BLDG., KANSAS CITY, MO.

### SALES PROMOTION

YOU HAVE DIFFICULT, TIME-CONSUMING editorial tasks? Farm one out to me. Also sales promotion, educational programs and courses, booklets, articles, letters, business lectures. No charge for consultation. ROLAND COLE, Room 506, 114 East 32nd St., Ashland 4,9880, New York City.

### PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
Cortland 7-4836

### SALES SHEETS, MANUALS, CHARTS

Reproduced Economically—Efficiently by Laurel's Improved Offset. No Cuts! No Typesetting! Your copy's all we need. 500 (8½x11") reproductions \$2.63; additional hundreds 22c. All Sizes. Request Complete Price Schedules; Free Descriptive brochure. Laurel Process, 480 Canal St., N. Y. C.

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Although the editors attempt to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

### MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

## SALES FRANCHISE WANTED

For District of Columbia,  
Maryland and Virginia

Seasoned executive seeks meritorious line offering interesting potentialities. Can satisfy concerning ability to operate soundly and build steadily-increasing volume. In position to make merchandise investment and finance promotional expenses.

If you want MORE BUSINESS, more effective representation on government matters or desire to introduce a new product, please give important facts. Address advertiser at P.O. Box 1327—Washington, D. C.

### BUSINESS OPPORTUNITY

NOVELTIES FOR RESALE, PREMIUMS, OR for Advertising purposes with imprints; M. E. Moss and Company of Hartford, Conn., is interested in low-priced plastic or plastic-in-metal novelties and signs, suitable for Resale, Premiums, or for Advertising purposes. They guarantee excellent coverage through their force of specialty salesmen.

### HELP WANTED

**WANTED**—Industrial Salesmen to sell well known proven and accepted powdered industrial hand soap and dispensers to industrial concerns and jobbers. Sales repeat often. Territories: Boston, Hartford, New York City, Philadelphia, Baltimore, Birmingham, Atlanta, Indianapolis, Cincinnati, Pittsburgh, and New Orleans, also Cleveland. Write Box 764, SALES MANAGEMENT, 420 Lexington Ave., New York City, New York.

### POSITION WANTED

#### JUNIOR SALESMAN

A young man, 21, with university sales training seeks a position as a junior salesman or sales trainee. He now works with a large publisher as a clerk, but he wants to work with the sales division of some concern. Box 759, SALES MANAGEMENT, 420 Lexington Ave., New York City.

### SALES CARTOONS

MERRELL FEATURES specialize in original, creative cartoons for Sales Contests, Sales Bulletins, House Organs and Cartoon Advertising Strips. Send for samples of our "SALES PEPPER-UPPERS" monthly service. MERRELL FEATURES, 318 W. Randolph St., Chicago, Ill.

### REPRESENTATIVE

Organization with wide contacts desires to represent manufacturer of Mechanical or Allied Products (of a substantial character) in Baltimore, Washington and nearby territory.

THE INDUSTRIAL CORPORATION  
Lexington Building Baltimore, Md.

# COMMENT

BY RAY BILL



**J**OB TO BE DONE: In 1933 the Association of National Advertisers sponsored a study called "An Analysis of the Distribution Costs of 312 Manufacturers." It covered both consumer goods and industrial goods, and it presented detailed findings under such heads as direct selling costs, advertising and sales promotion costs, transportation costs, etc. The figures from members of each individual industry were pooled to get averages.

Even though there are very definite statistical limitations to a study of this kind which necessarily must conceal the figures from any one company, we believe another up to date similar study should be undertaken at once. SALES MANAGEMENT will willingly do all it can to further such a project, either in collaboration with the A. N. A. or the Department of Commerce, or with both.

Admittedly the figures for certain items of sales expense differ widely even within the same industry, depending upon such factors as the age of a company, the extent of its distribution, competitive conditions in the portion of the market it serves, and the extent to which it has advertised over the years. However, the average figures which emerge from a pooling of costs are still of immense value. In fact, some continuing study of this kind should be made possible for the good of industry as a whole: Such data are fully as important to the marketing management as year-by-year data on county-by-county buying power, the statistical project sponsored by SALES MANAGEMENT since 1929. They are especially important in view of the widespread discussion of the question, "Are distribution costs too high?" How can we intelligently answer that charge if we don't know just what distribution costs are and how those costs are distributed?

We repeat: A research project on distribution costs is needed immediately. Let's do something about it.

♦ ♦

**C**ONVENTION POLITICS: Those of us who see how the wheels go around behind the scenes of the average trade or industry convention know only too well why so many business meetings of this character are either out-and-out flops or indifferent successes. One of the biggest reasons why business men lose interest in conventions is that few general chairmen of such affairs are freed from pressure group influences and given complete *carte blanche* to prepare the program to

make the most constructive use of the allotted time. Politics are always throwing sand in the gear box.

So-and-so, who has always supported the industry financially and who has given his time to committee work, "has" to be put on the program because he just can't resist a spotlight and he dearly loves personal publicity. But when he speaks there isn't a stimulating idea in 3,000 words. . . . Too, there is always an aggressive group of men who make their living selling goods and services to the companies whose representatives will attend the convention, and 40 varieties of plain and fancy wire-pulling are engaged in to get a place on the speakers' program—a place which more often than not is blatantly used for exploitation of the orator's own particular selling story. . . .

Still another source of trouble is the convention committee's lack of courage to select a man who has platform presence and speaking ability in preference to his boss—a man whose only asset is a nobler sounding title—to tell a given story. The boss' name "looks better" on the advance program, but when he lands behind the microphone he reads a dull paper and mutters in his beard and his auditors begin to sneak out the side doors for a scotch and soda.

All of this adds up to conventions which bog down in the middle and send their delegates to their planes and trains firm in the resolution to skip next year's conclave. If a convention is to pay out for the delegates in providing ideas and inspiration, and in furthering pleasant inter-industry relations, it can't be made into a private little circus for a clique of key men who yearn for self-expression. It should sift out subject matter which, at the moment, is most important to the industry, and should make available the most expert thought on those subjects. Admittedly it take guts to plan a convention strictly from the point of view of helpfulness to the average delegate. But if more of them were planned that way, we wouldn't have to sweat so freely in building convention attendance, and the industries involved would begin to get some handsome dividends for their convention dollars.

Convention management requires a high type of executive talent. The best possible type of promotion for increasing attendance is not more ballyhoo, but *better conventions*, and we won't get them until we develop a new and more cold-blooded point of view about program planning.



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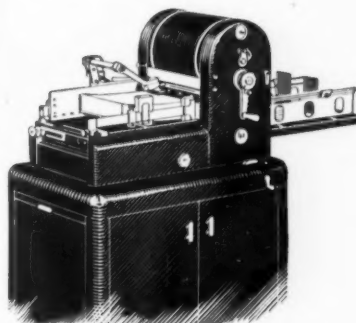
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## SALES PROMOTION IDEA

Many leading companies are now using Mimeograph die-impressed stencils and ad-inserts to get their products featured in broadsides and handbills of dealers. Ask the Mimeograph distributor for complete details—and see the new Mimeograph 92 duplicator (shown here) at the same time.

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**Are you putting enough  
power behind your  
drive in Chicago?**

*When you can have more . . . why take less?*



—on *weekdays* from 585,000 to 635,000 more than  
delivered by other Chicago daily newspapers

—on *Sundays* from 250,000 to 760,000 more than  
delivered by other Chicago Sunday newspapers

*To sell more at lower cost, make  
the Tribune your basic medium*

Low-gear selling misses the prizes in a high-gear market. Industry is speeding up retail buying in Chicago. Are you stepping up your drive to keep pace with your opportunities?

By building your program around the Tribune, you employ the balanced, market-wide pressure which today's buying power requires and rewards. With over 1,000,000 net paid every day of the week, the Tribune delivers on weekdays from 585,000 to 635,000 more total circulation than other Chicago daily newspapers. And on Sundays from 250,000 to 760,000 more than other Chicago Sunday newspapers.

When your advertising runs in the Tribune, you reach . . . at one low cost . . . the families who account for the bulk of the sales in every neighborhood and suburb of Chicago. You get 450,000 more circulation right in metropolitan Chicago than other daily newspapers deliver. And from 380,000 to 460,000 more than delivered by other Sunday newspapers.

The Tribune is the only newspaper which has circulation volume equivalent to majority coverage of all the families in Chicago and suburbs. In addition, it reaches hundreds of thousands of other prospects in the adjacent territory.

The newspaper which builds deepest interest among readers produces the best results for advertisers. As the newspaper which has won the most customers for its own product in this market, the Tribune is best fitted to help you win more for yours.

Chicago retailers confirm this fact. During 1940 they placed in the Tribune 67% more advertising than they placed in any other Chicago newspaper. In the same period general advertisers gave the Tribune a 52% lead.

When you can have more, why take less? With your advertising in the Tribune, you can take maximum advantage of Chicago's greater capacity to buy. Tribune rates per 100,000 circulation are among the lowest in America.

A Tribune representative or your advertising counsel will be glad to help you build a program around the Tribune which can produce the increases you want at lower advertising cost.

# Chicago Tribune

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